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**Programme de  
Transition  
Eco-Régional**

ECO-REGIONAL TRANSITION PROGRAM



PROGRAMME DE TRANSITION ECO-RÉGIONAL

## **Final Report**

**January 2004 – September 2004**

**Volume 1 : Final Report**

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## 1. INTRODUCTION

The PTE team is pleased to present the final report of activities carried out between January 1 and September 30, 2004, as well as particular activities that were continued through December 2004. PTE was designed to ensure a smooth transition between interventions implemented through MIRAY and LDI, and activities that will be implemented under the new SO6 and SO7 programs. PTE was based on the following principles:

- Choose activities that will continue the most important interventions of MIRAY and LDI and help achieve the targeted objectives within the allotted timeframe.
- Enable regions to have significantly more autonomy and create an increased capacity for decision-making in order to accelerate the implementation of activities. Additionally, prepare staff and partners for the new enlarged stage of the eco-regional approach, which will start with future USAID projects.
- Significantly enhance dialogue or collaboration with PACT in order to ensure that the various modules are well-integrated and at all times, help the mission have a complete and updated vision of activities in progress within the framework of the Environment / Rural Development component. This method will also allow better use of available means to avoid, as much as possible, duplication in the allocation of resources.

Not only was the main goal fully achieved, i.e., keeping critical LDI and MIRAY activities alive, but important results were also obtained in a short period of time. Some key achievements are especially noteworthy:

- The “*Comité Multi Local de Planification*” (CMP) in Fianarantsoa was considerably strengthened and is now ready to expand its activities to cover the whole Ranomafana-Andringitra corridor.
- The Master Plan for Ecotourism Development was completed and submitted to the Government, along with the ANGAP Private Sector Partnership Charter.
- The national workshop on *tavy* was a unique opportunity to draw lessons from a broad range of experiences, and to set the course for future actions aimed at fighting *tavy* on a larger scale.
- More than 300 new *paysans vulgarisateurs* and *animateurs* were trained in improved agricultural techniques and received their certificates from the Ministries of Environment and Agriculture.
- The Agricultural Commodity Commercialization Fund (*FCPA*) was set up in close partnership with three major commercial banks, and started operating in July 2004 to meet the short-term credit needs of more than 40 enterprises involved in many important sectors, such as rice, maize, peanuts, spices.

## 2. PERFORMANCE ANALYSIS

### 2.1 RESULTS ANALYSIS

#### **Result 2.1.1 – Planning on a Regional Level to Integrate Several Methods of Land Use and to Address Threats to Biodiversity**

PTE interventions, within the framework of regional planning, were aimed at strengthening the various structures responsible for coordinating development and conservation activities. In

collaboration with its partners, PTE helped to set up the *Comités Régionaux de Développement* (CRD), the *Comité Provincial de Développement* (CPD) of the Toamasina *Faritany*, and the *Comité Multilocal de Planification* (CMP) in the Fianarantsoa *Faritany*. These committees liaised with donors, projects, and local authorities in order to coordinate implementation of development plans, both at the regional and the provincial level. These plans include several strategic lines drawn from the DSRP that aim to restore a state of law, good governance, and reinforce institutional capacities. The participatory aspect of the elaboration of these plans has been scrupulously observed in order to ensure the empowerment of all the development actors.

The above-mentioned plans served as a mechanism to submit requests to donors. Through its contacts with potential donors and development projects, the CMP obtained direct funding or subsidies worth more than 255 million FMG. These funds were used to implement activities that facilitated conservation of the corridor and the diversification of production.

PTE also contributed to the maintenance of the FCE railway line infrastructures and the port of Manakara. This railway is essential to the transport of the local population and their goods and facilitates an exchange of commercial produce, ultimately leading to development of the region.

### **Result 2.1.2 - Reinforcement of Activities to Promote Alternatives to *Tavy***

PTE implemented several activities, which aimed at reducing pressure along the forest corridors of Mantadia-Zahamena and Andringitra-Ranomafana. These activities were implemented in close collaboration with potential partners and through the *Koloharena* federations and cooperatives. The activities mainly involved the improvement of cultivation techniques, the promotion of promising new sectors, the transfer of management to village communities, and operational support of sustainable funding mechanisms similar to the FCPA.



A reduction, sometimes the absence, of *tavy* has been observed in areas where the *Koloharena* are present; *tavy* is becoming rare, and almost nonexistent. In this case, the *Koloharena* played a crucial role in the conservation of eco-systems by setting good examples and influencing others to do likewise. At the present time, the *Koloharena* have skilled human resources available to provide know-how and experience in the development and management of natural resources. The existence of operational *paysans vulgarisateurs* and *paysans animateurs*, who are accepted by the local population, has enabled the spread of innovative techniques and better management of organizations. Henceforth, the *Koloharena* are convinced that *tavy* and monoculture are not practices that help to reduce poverty. As a result there is a change in the perception and the behavior of the farmers in relation to cash or subsistence crops. Experience shows that the “training and exchange visit” method can be combined with the farmer-to-farmer approach to yield good technical and economic results.

Thirteen GELOSE/GCF contracts were issued to facilitate the transfer of management to village communities. The link between the communes attached to the COBA is clearly visible, spreading to the resource users and the neighboring communities. Members are motivated to fulfill their role of manager. The mentality towards protection and conservation of transferred zones is now an acquired reflex of the new managers.

### **Result 2.1.3 – Strengthening and Implementing Environmental and Communication Educational Programs to Influence well Targeted Practices**

Activities to promote environmental education were above all aimed at making the population aware of the fight against bush fires and *tavy*. Two initiatives were highlighted: the first concerns the support of the population and its willingness to convert to green communes through tree planting; the second concerns setting up the forest committee responsible for ensuring the control and monitoring of the village in the various activities involving renewable natural resources.

PTE created educational materials, such as films, to broadcast messages linked to agricultural diversification and intensification, conservation of natural resources, the fight against poverty and illegal exploitation of mineral resources. The project also created a radio program called “Rural Radios,” which advocated diversification and marketing of production as a means to fight poverty and to reduce socio-economic and environmental pressure along the corridors. The program’s participation in the celebration of the “World Environment Day” also helped spread these messages.

PTE also conducted reforestation activities, which included the development of messages to market the Koloharena cooperatives, and the establishment of tree nurseries with help from Water and Forest Services.

### **Result 2.1.4 – Management of Protected Areas was Improved through Development of Public-Private Partnership**

The LDI/USAID program initiated improved management of protected areas through the development of public-private partnerships. The Master Plan for Ecotourism in Madagascar was developed along these lines and has been submitted to the Ministry of Tourism. This document is the result of an in-depth study that took into account the economic and socio-political context of the country. It complements the Master Plan for Tourism developed by GATO.

An evaluation of the existing eco-tourism infrastructure was simultaneously carried out with the aim of proposing internationally recognized norms, such as sustainable maintenance and efficient management of these sites.

Participation in discussions and workshops by all concerned entities was integral to the successful execution of these studies. Tourism and eco-tourism operators agreed to pool their efforts to develop these documents.

Finally, the framework document for partnership between ANGAP, private sector operators, and the village communities to promote local and regional initiatives, including the management of visitors to protected areas, was elaborated and signed by all concerned parties.



### **Result 2.1.5 - Promotion of the Use of Natural Resources**

In order to supply enterprises with a working tool to better manage and optimize their resources, the Best Business Practices Index document was updated in collaboration with INSCAE. This

tool also included an assessment tool for the performance of projects and enterprises and a detailed guide on procedures involved in setting up a company.

PTE continued to provide management and technical support to projects and enterprises. The project also helped these units draft funding requests to financial institutions and provided strategic market advice.

The program continued to promote sustainable use of natural resources, which had also been initiated under LDI, through support to specific sectors identified as favorable. The project introduced farmer producers to direct exporters, and provided funding and technical guidance for studies of the plant fiber, cashew, and jatropha sectors.

### **Result 2.2.1 – Better Information Systems in the Forestry Department and Improved Knowledge of Management for Better Planning of Forestry Resources and Good Governance**

PTE worked with the Information System for the Forestry Sector to further investments already carried out over the past years, by improving decision-making, activity planning, assessments, and good governance in this sector. Activities consisted of: strengthening the capacities of the DGEF agents; consolidating the various information system efforts of the forestry administration; enhancing existing information systems to encourage implementation of DGEF priority activities; and continuing the decentralization process of the forestry information system.

The head Office of the Water and Forests at the central level, its branches at the provincial and regional level (Toamasina and Fianarantsoa), and the General Coordination of Projects at the Ministry of Environment, Water and Forests, also participate in this information system.

#### *At the DGEF level:*

PTE objectives of strengthening the information system have been achieved, both at the national and the regional level. Activities to strengthen agent capacities in the information system have been initiated, despite the lack of funds to support this activity during the first semester of the program at the national level. For SUSI, more than four training sessions were organized on Geo referencing techniques in GIS, techniques to manage data bases, collection and structuring of GPS data, and management and processing of fire data.

Several pertinent analyses supporting priority DGEF activities have also been produced by SUSI, particularly on the situation of forest exploitation permits, conservation sites, zoning, management transfers, etc.

The objectives of the PTE assistance to consolidate support for the DGEF information system have been achieved. PTE has also contributed to setting up an information system at the forestry administration level.

#### *At the CGP level:*

PTE also worked to improve and update project databases under the authority of the Ministry for Environment and Forests, i.e. the PE3. The base structure has thereby been rendered more efficient and able to respond to CGP functions.

### **Lessons Learned**

*Efficiency of permanent technical support for DGEF and GCP.* A permanent technical assistant has offset the lack of permanent and qualified personnel at the DGEF and the CGP and ensured capacity building of the forestry administration agents.



*Emphasis of the importance of information for DGEF activities.* Services offered by the SUSI team, the core of the DGEF information system, have been increasingly sought after to implement DGEF priority activities such as the conservation sites, forestry exploitations, management transfer, and zoning.

*Decentralization of information management and development of capacities.* The regional capacities of the forestry administration information system are being developed through different training sessions both provinces. Capacities for information management exist in the CIREEF at Moramanga, Toamasina, Ambatondrazaka, Fenerive Est and Fianarantsoa.

*Standardization of information management.* Management of forestry information is being standardized and a procedure for the collection of precise data is being established.

*Implementation of the DGEF information policy.* Although the policy document for a reformed approach to gathering forestry information has not yet been made official, a coherent information system is being set up in the Malagasy forestry administration.

## **Recommendations**

*Decentralization of the information system.* In the future, activities to strengthen the capacity of the information system should be oriented towards the regions. At the same time, information system infrastructure will need to be strengthened at the DIREEF level (GIS and SGBD post), CIREEF (GIS, SGBD post), CEEF (GPS).

*Development of standard formats for management of forestry information.* In the near future, SUSI should focus more on the development of a procedures manual on the standardization of information management.

*Regulation framework for management of forestry information.* Discussions should be undertaken with decision-makers in the Ministries of Environment and Forests in the near future, to resurrect “the policy of reform of the approach to information” document.

*Strengthening the role of SUSI as the core of the Forestry information system.* Information analysis should be continued. The workshop held in Antsirabe was only intended to jumpstart the process. A document detailing information needs should be produced by SUSI. SUSI should also support and coordinate the DGEF information system.

*Enhancement of existing information systems.* SUSI should continue analysis to support the activities implemented by DGEF. Arrangements will be made to counter the lack of material and the reduction in human resources.

*Development of tools to support the coordination role of CGP.* Support to CGP should be oriented towards the development of tools (indicator, monitoring/evaluation system, and indicator monitoring) that enable it to correctly play its coordination role.



## **Result 2.2.2 – Capacity of Forestry Departments to Manage Permits and Mobilization of Improved Revenue in a Transparent Manner**

The objective of PTE support during this period was to ensure the implementation of the different recommendations following the roundtable organized between the private sector and the administration in December 2003. These were:

- The institution of an on-going dialogue between the administration and the private sector to discuss problems faced by each party.
- Implementation of a clear and efficient system to enable transparent allocation of forestry exploitation permits.
- Development of tools for the administrative and technical monitoring of forest exploitation.
- Regularization and stabilization of existing exploitations to improve revenues.

Through Pact, PTE has many successes, although the new system of permit allocation by tender has not yet been instituted. The USFS financial contribution has helped achieve results, as no budget was initially allocated for such activities. PTE contributed human resources to ensure the proper monitoring of activities. Objectives and indicators were fulfilled, and the activities planned for the start of the program have been achieved: creation of a discussion platform called *Comité National Technique Forestière* (CNTF), development of a management strategy for forestry exploitations in support of the CNTF work, revival and enhancement of databases on the forestry exploitation, the organization of training sessions for implementation of the new system of allocation of forestry exploitation permits by tender in close collaboration with USFS, and technical and financial assistance coupled with administrative and technical control of forest exploitation in Fianarantsoa and Fort Dauphin.

### **Lessons Learned**

*Administration – private sector discussions.* On-going discussions between the forestry administration and the private sector, within the CNTF framework, will contribute to transparency in forestry exploitations. Initiation of these discussions is beneficial to the establishment of good governance in the forestry sector.

*The role of information.* The availability of well-managed and well-analyzed information constitutes the basis of objective discussions between the administration and the private sector. Both parties have expressed the need for updated information to be available. A campaign to collect spatial data was initiated and databases were updated. Nevertheless, the decentralization of this information management should be strengthened and regularly communicated.

*USFS assistance.* USFS expertise has been used by the DGEF to obtain forest exploitation permits. USFS has already used and practiced the tender system for several years.



### **Recommendations**

*Strengthen discussions between the administration and the private sector.* Efforts to establish permanent discussion between forest operators and the forestry department should continue over the coming years. These discussions permit mutual understanding of the problems encountered by each party in forestry exploitation and enable solutions to be reached jointly. These



permanent discussions also enable improved transparency of activities related to forestry exploitation. The CNTF should also contribute to the information exchange and should have the capacity to make suggestions.

*Establishment in the short term of the new system for allocation of permits.* Following the forest controls carried out from May 2004, several current exploitation permits have been suspended and others simply cancelled. Together with the expiration of several 2003 permits, this situation renders supply on the national wood market critical. Therefore the new system for granting forest exploitation permits should be effectively implemented and operational in the coming months. We recommend making use of the technical and practical support of the USFS.

*Establishment of a sustainable strategy to control forestry exploitations.* Controls carried out by the DGEF on a large scale have always been in the form of lightening raids (in 2001 and in 2004), with the assistance of financial and technical partners. A sustainable strategy for these actions should be developed with DGEF. During development of the management strategy for the transition period for forest exploitations, CNTF proposed developing permanent controls.

*Strengthening tools to control forest exploitations.* PTE updated databases and strengthened information systems on forest exploitations and also instituted a decentralized system of data communication.

*Training in the new procedure for granting permits.* Since a new system for granting exploitation permits will be implemented by the DGEF, training sessions should be held for the agents to master the techniques of this new procedure. It would be a good idea to include private sector agents in these training sessions.

*Finalization of forest zoning.* Finalization of the zoning plan constitutes one of the fundamental conditions for implementation of the new system for granting forest exploitation permits by tender. It is therefore important and a priority to help finish this process.

### **Result 2.2.3 – Improved Sustainable Forest Management and Mining Policy**

The main objective is to promote exchanges between the two sectors in order to resolve existing and potential conflict. It is a question of:

- Strengthening the environmental information system at the mining sector level in order for the environmental dimensions to be objectively taken into account when delivering mining exploitation permits.
- Promoting the exchange of information (mainly environmental) between the forest sector and the mining sector.
- Promoting, strengthening and institutionalizing discussions between the managers and technicians of the two sectors to resolve conflicts between the two sectors through the Inter-ministerial Mines–Forests commission.
- Strengthening agents' understanding of current texts and regulations in the two sectors by developing exchanges between technicians and lawyers.

Due to a lack of funding, activities to render the texts and regulations coherent and to hold a national workshop between the two sectors have not been carried out. Additionally, the ARSIE request for creation of its website has not been granted. Globally, however, objectives have been achieved:

- CIMF has been institutionalized by an inter-ministerial decree.
- Regular exchange of information takes place between the environmental unit of the MEM and the USIFC of the DGEF.

- Two regional information workshops and training sessions on mine-forest problems were held in Toamasina and Fianarantsoa; in Fianarantsoa, the local regional authorities are becoming aware and conscious of the problems.
- Assistance was provided to ARSIE to reinforce its role of facilitating exchange of environmental information. DGEF and MEM are now active members of this platform for the promotion of information exchange.

## Lessons Learned

*Strong willingness to collaborate between the two sectors.* The willingness of managers in both sectors to work towards finding a solution to resolve conflict will improve good governance in activities that extract natural resources.

*Communication and exchange of information.* Improved information exchange between the two sectors has helped reduce the likelihood of conflict.

## Recommendations

*To continue Mines-Forests discussions.* CIMF activities should focus on holding discussions to resolve mine-forest conflicts in the coming months.

*Creating coherence between the texts of the two sectors.* This activity constitutes the long-term solution to the conflict. This should not be done hurriedly, as it requires much consultation between different experts and technicians.

*Training of sector agents at all levels.* Agents who grant exploitation permits should fully master the texts regulating the two sectors. Training should also be organized for private operators on these texts.



## Result 2.2.4 – Increased Production in Plantations to Reduce Pressure on Natural Forests

The PTE team proposed production systems for each specific site and pressure. These systems encourage farmers to abandon destructive practices by offering more attractive and sustainable alternatives. PTE provided technical, material and financial assistance to farmers' associations, the *Koloharena*, whose members have stopped using destructive practices and to potential partners, e.g., the Société Fanalamanga. The latter enjoys a certain prestige both nationally and internationally and deploys its efforts as best it can to maintain this renown. Its main activities are production of quality all-purpose wood and by-products. Within the framework of conservation of the Mantadia-Zahamena forest corridor, LDI/PTE has supported the organizational restructuring of Société Fanalamanga, to ensure healthy management and improved production. PTE conducted technical and financial evaluations and also revised the company's exploitation plan. PTE also conducted a feasibility study of the project over a five-year period.

## Result 2.3.1 - Improved Performance of the Managers and Institutional Organizations Responsible for Environmental Management

No specific budget was allocated to implement activities related to this result. The activities to be implemented should be undertaken in close cooperation with USAID and the PE3 task.

### **Result 2.3.2 – Improved Organizational Structure of Rural Associations**

Despite the minimal resources made available to the PV/PA, the objectives were achieved as a result of their trust in the future of the *Koloharena* movement. The successes achieved may also be attributed to the PTE contribution related to material compensation made possible thanks to a protocol agreement between the KH cooperative employers and the PTE.

In all 151 new KH associations came into existence during this transitional period. Their main role is first to improve the production system adapted to the sub region for improved revenue, and then to protect the specific natural resources (primary forest – watersheds – hills/slopes). Today the *Koloharena* family groups 30,000 members and nearly 1,059 associations.

The ease with which KH associations obtain access to funding from the various technical and financial partners, as a result of the program's reputation, is also one of the reasons for this success.

#### **Lessons Learned**

The farmer-to-farmer approach obtains ever-growing success with beneficiaries because the close and convivial approach suits them very well: there is practically no integration problem, since the PV/PA are members of their community and are vectors of information. Their personality plays a major role in creating trust in the reciprocal transmission of messages.

As these PV/PA are first of all farmers, they must manage their own land, their association and their training. The workshops organized for them at each cooperative have gained them much trust.



PTE's support through field agents and regional and national managers, contributed reasonably well to this success, by providing the appropriate advice, materials, funding, and morale support.

#### **Recommendations**

For improved impact of the farmer-to-farmer approach, the following should be undertaken:

- Take into consideration not just production, but also the economic dimension of activities.
- Harmonize the PTA with PCD for better integration.
- Motivate the PV/PA by compensating the time they contribute to organizational support, extension, and information dissemination.
- Periodically hold refresher courses for the PV/PA on current themes and techniques through exchanges or workshops.
- Partnerships between these associations and support organisms remain a necessary condition for their well-being and growth.

### **Result 2.3.3 - Improved Management of Federations and Cooperatives**

Information sessions and workshops held for the Koloharena cooperative managers (exchanges, organization, management, marketing), the diversification of sales outlets, and the hiring of

technicians for the administrative/executive units of the cooperatives -- all helped achieve the expected results.

The lack of economic information available to the cooperatives along with their poor capacity to negotiate, hinder their possibilities of creating diversified buyers linked to their choice of production and marketing activities.

### **Lessons Learned**

The professionalization of the KH associations has gained momentum from the enthusiasm of the *Koloarena* cooperatives. The different structures are well on their way to becoming fully responsible for their organizations and operation. Nevertheless, old habits inherited from the associations governed by Law 60.133 continue: sometimes the role of administrator and administration are combined, which muddles the distinction between the supervision and the implementation of these responsibilities and consequently creates ambiguity and leads to organizational instability.

Weak points of the cooperatives remain management and communication within various organizational levels. The need for commercial, technical and financial linkages is imperative for the preservation of these organizations.

### **Recommendations**

- Given the federating character of the cooperatives, their PA should continue to be assisted and monitored.
- Commercial operations, like technical management, continue to require support until they reach maturity.
- Diversification of the commercial partnership presents more advantages than disadvantages.
- Good management of supply centers remains the primary source of satisfaction for cooperative members.
- Training courses on organization, operations, technical management, commercial negotiations, and marketing and sales techniques must continue.

## **3. IMPLEMENTATION AND COORDINATION PROGRAM**

### **3.1 ORGANIZATIONAL STRUCTURE**

The organizational structure of PTE operated in a similar but more decentralized fashion than LDI. The team of Chemonics permanent expatriates in Madagascar was composed of the Chief of Party (COP), two regional directors, and the administrative and financial director. In Washington, the senior manager, project administrator, and assistant project administrator formed the Project Management Unit.

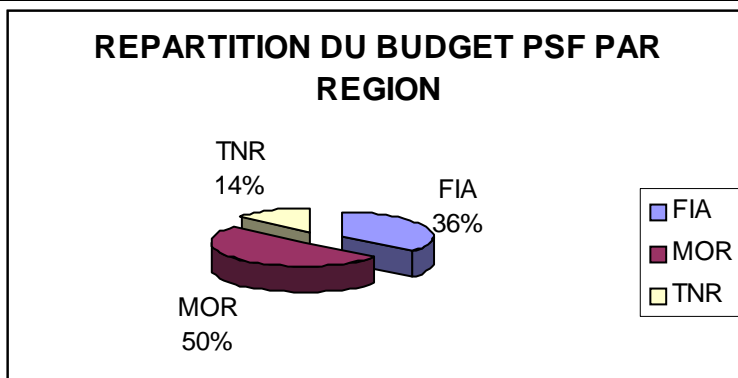
The PTE program had two regional offices, one in Fianarantsoa and one in Moramanga, and two sub-regional offices, Ambatondrazaka, Fénérive, employing a total of 135 people. A decentralized style of management was adopted, that delegated autonomy to the regional offices in the implementation of activities. The central office provided regional support and maintained relations with the Mission, government agencies, and other implementing partners.

### **3.2 FINANCIAL MANAGEMENT**

The implementation of activities was financed from the Program Support Fund, amounting to \$364,436 and distributed as follows:

- Fianarantsoa : \$ 130,302
- Moramanga : \$184,134
- Antananarivo : \$ 50,000.

**PROGRAM SUPPORT FUND  
DISTRIBUTION BY REGION**



This fund was managed by the director of finance and administration and by the subcontracts manager in collaboration with the administrative and financial regional directors. The Antananarivo unit was responsible for preparing contracts and checking those that were initiated by the regional direction, verifying deliverable goods with technical personnel, and monitoring budgetary expenditures. Each regional office had authority to sign commitments for amounts up to \$5,000.

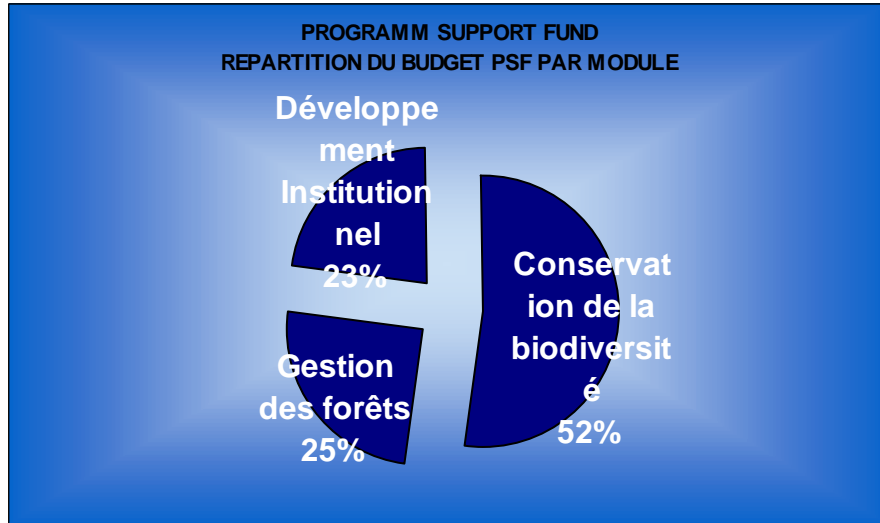
The following table shows the number of commitment documents that signed under the PSF fund (as of August 31, 2004).

	<b>Amount</b>	<b>Contracts</b>	<b>Purchase Orders</b>	<b>Memoranda of Understanding</b>
Total	\$364.436	21	515	70

Exchange rate: 1\$ = 10.000 FMG

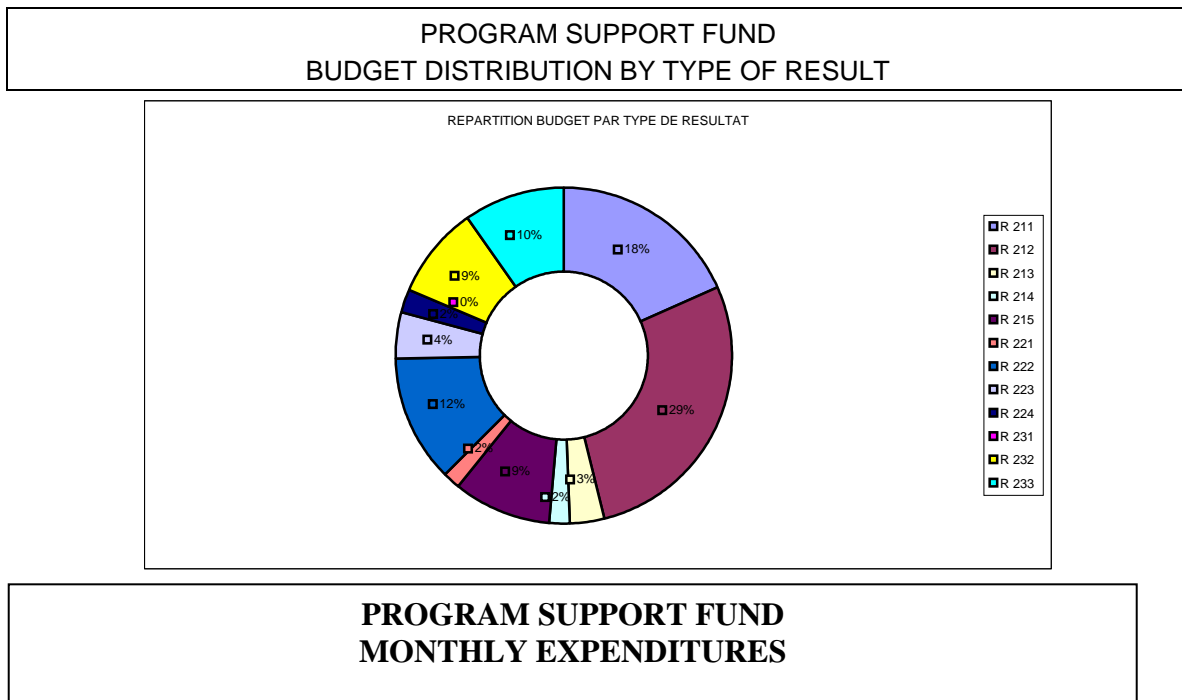
During the planning period, it was decided to divide the Program Support Fund into three modules that correspond to the PTE components: biodiversity conservation, forest management, and institutional development.

The following graph shows distribution by budget module :

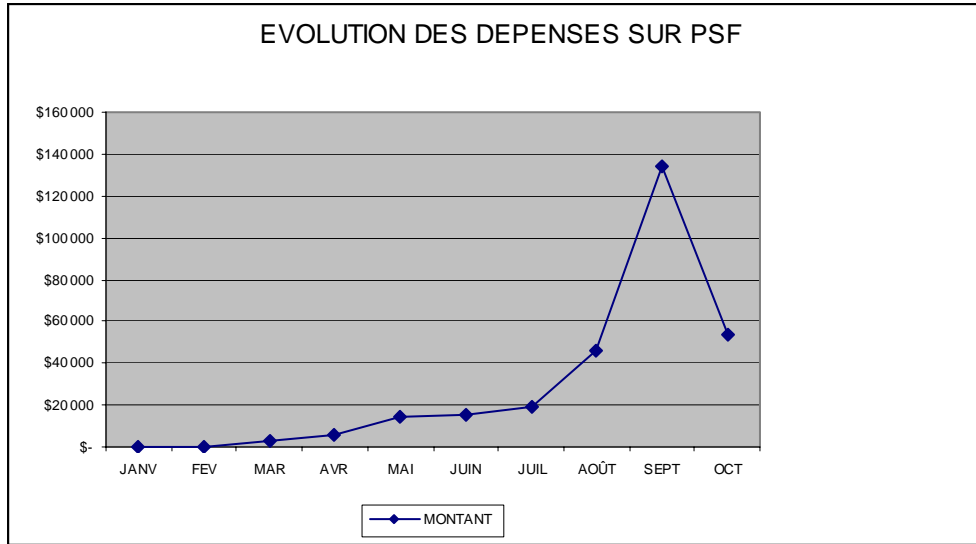


Money budgeted for each of these modules was again sub-divided by result.

The following graph shows budget distribution by type of result :







### 3.3 Monitoring and Evaluation

#### 3.3.1 Data collection

Actions were monitored through on-going data collection and information processing that enabled in-depth knowledge of the activity being carried out. A sample of farmers participated by keeping a household logbook and the children in these families participated in this activity with the help of the technicians (LDI technicians, later undertaken by PA).

#### Lessons Learned and Recommendations

Monitoring and evaluation is the concern of farmers, technicians, managers and partners. Everyone was urged to participate and to question the authenticity of information collected, as using reliable data is in the interest of all parties involved. The monitoring arrangement was not burdensome. It was targeted and participatory and combined both quantitative and qualitative methodologies.

Information sharing used both a bottom-up (from all action units to the decision center) and a top-down (as a source of synthesized data) approach. This phenomenon was important for auto-assessment carried out within each association and cooperative, and also established a culture of willingness to share.

## 4 Summary of PTE Accomplishments

<b>INDICATORS</b>									
<b>Region</b>		<b>Fianarantsoa</b>		<b>Toamasina</b>		<b>Antananarivo</b>		<b>Total</b>	
		Objectives	Results	Objectives	Results	Objectives	Results	Objectives	Results
<b>Biodiversity Conservation</b>									
<b>2.1.1 Planning at ecoregional level to integrate multiple land use areas into conservation planning, and address landscape level threats to biodiversity</b>									
1	Two inclusive forest corridor management frameworks in place in Toamasina and Fianarantsoa	1	1	1				2	1
2	Contribute to the maintenance of the infrastructure of the FCE railway line		yes						yes
3	Continuation of protection of the FCE line by local populations								yes
4	Establishment of a management unit and services provider for technical services facilitating interventions of the various donors and the government for the FCE rehabilitation and privatization	1	1		n/a	1	1	2	2
<b>2.1.2 Activities promoting alternatives to slash and burn practices reinforced</b>									
5	All the current Gelose/GCF contracts are fully implemented	6	6	7	7			13	13
6	A simplified management plan used for all the new transfer contracts	1	3	1	1			2	4
7	Capacity of over 500 rural extension workers improved through refresher training course	250	368	300	340			550	708
8	63% of the farmers use at least 2 of the approach elements to the agricultural system	63%	66%	63%	70%				
9	Number of farmers practicing supplemental income-generating activities increased	200	510	500	2100			700	2610
<b>2.1.3 Promote environmental education and communication to influence targeted human practices enhanced and implemented</b>									
10	Number of communes declared "green communes "	4	7	5	7			9	14
11	Number of anti- <i>tavy</i> interventions carried out on a local, regional or national level	14	21	8	8	4	2	26	31
12	Number of methods to motivate potential "Green Communes "	12	28	15	15			27	43
<b>2.1.4 Management of protected areas enhanced through the development of public-private partnerships</b>									
13	Develop a national tourism/ecotourism policy					1	1	1	1
14	Preparation of an Ecotourism Partnership Agreement in protected areas			1	1			1	1

15	International standards determined for the visitor infrastructures in three priority parks and participating actors notified		1		0	Reports on international standards for the infrastructures in priority parks		1		0						
<b>2.1.5 Sustainable use of biological resources promoted</b>																
16	Develop a simplified list of good business practices and use them to develop a basic survey		4		1	5		1		10	1					
17	Number of linkages between the PRONABIO enterprises and other eco enterprises and the <i>Koloharena</i> federations (supply of raw materials, technical assistance, credit for inputs).		5		6	6		6		5	9	16	21			
18	Number eco-enterprises or of operators receiving assistance		6		9	10		7		1	1	17	17			
19	Number natural products receiving NATIORA certification		1		In progress with CHTA	3						4				
<b>Forest Management</b>																
<b>2.2.1 Forestry Service information systems and knowledge management are improved for better forest resource planning and governance</b>																
20	SUSI (Service Unit of System of Information) is operational on a national level to ensure follow up of activities (zoning, etc.):															
	Equipment installed										0	0				
	Personnel trained										0	0				
	Specific data collected and analyses made										4	4	0			
21	DIREF Fianar and Tamatave and CIREF Moramanga and Anosy: Unit of system of information operational to monitor main activities (zoning, system for delivery of permits)															
	Equipment installed		1		0	1		1			2	1				
	Personnel having received training		4		5	4		8			8	13				
	Specific data collected and analyses made										4	2	4	4	8	6
22	GIS map of bushfires used regularly by the forestry services in decision making										0					
23	Coordination unit of Min.Env.W&F exploits the data bases to monitor forest projects and programs										0					
<b>2.2.2 Forestry Service capacity for the transparent management of forest permits and revenue generation are improved</b>																
24	Pilot system set up for transparent delivery of permits		1		50%	1		75%			2	1				
25	Maps regularly produced that indicate location of existing permits		4		1	4		4			8	5				
26	Forestry control launched and operational in the two provinces		1		10	1		1			2	11				
<b>2.2.3. Sustainable management of the forest and mining policies are improved</b>																
27	Ministerial decree makes commission official												2	0		
28	N° mining permits delivered in primary forests															
29	Number of mining exploitation permits delivered in an environmental zone that is subject to precise development plans and in possession of an environmental impact assessment										N° of permits					

<b>2.2.4. Production in plantation forests increased to reduce pressure on natural forests</b>									
30	Technically solid management plan in place and followed	1	1					1	1
31	Better quality of plantation thinning and development	10	20					10	20
Institutional Development									
<b>2.3.1 Management authorities and institutional arrangements for effective environmental management refined</b>									
32	Transition Plan for institutional environmental framework approved, in place and operational	1		1				2	0
33	Clearly defined role of <i>Tany Meva</i> as a funding mechanism for PE3	1		1				2	0
34	GIS tools for better monitoring of grants, dossier in place	4		4	4			8	4
35	Evaluation of institutional reform of Malagasy forestry services at various levels (DIREF, CIREF, national, etc.)	1		1				2	0
<b>2.3.2. Organization structures for rural associations improved</b>									
36	Number of associations that have annual work plans	140	229	300	350			440	579
37	Number of technical monitoring training courses followed by farmer agents	120	251	250	251			370	502
<b>2.3.3 Organization structure for rural federations and cooperatives improved</b>									
38	Number of federations, cooperatives and confederations that have an annual work plan	17	17	14	15	1	1	32	33
39	Number of activities that target reduction of transaction costs for the federations and KH cooperatives in order to commercialize selected products	8	9	8	8			16	17
40	Number of federations/KH cooperatives that have links with local, regional and/or international markets	17	17	14	11	1	1	32	29
41	Increased sale of agricultural inputs in the supply centers (based on 2003 audit )	5%	75%	10%	13.8%				
42	Number of federations and cooperatives that have received training in the assessment of the organizational capacity of the (KH, COBAs, AUE).	9	9	14	14			23	23

## 5. SUCCESS STORIES

### 5.1 The *Fonds de Commercialisation des Produits Agricoles* (FCPA): A Sustainable Financial Mechanism Available to Economic Operators

PTE, in collaboration with the commercial banks BFG-SG, BNI-CL, BOA, and the Government of Madagascar, has set up the *Fonds de Commercialisation des Produits Agricoles* (FCPA) to replace the *Fonds de Commercialisation du Paddy* (FCP). This was done in order to mobilize financial means that favor economic operators, enabling them to carry out collection and storage of eligible fresh or processed agricultural produce in target zones.

Based on third party holding and operation along the principle of a revolving fund, this mechanism holds its own capital of 7 billion FMG, entirely provided by the State. It proved itself during the 2002-2003 and 2003-2004 agricultural seasons, showing a 100% recovery rate, and increasing the participants from one season to the next. The fund achieved its objectives by enabling agricultural producers to significantly increase their revenue, whilst at the same time helping economic operators to develop their activities.

The participation of commercial banks in this mechanism for the 2004 – 2005 campaign is well positioned to extend the fund's zone of intervention to several big towns in Madagascar, namely Antananarivo, Lac Alaotra, Antsirabe, Fianarantsoa, Mahajanga and Toamasina, and opens its areas of action to agricultural products other than paddy/rice including corn, groundnuts, dried ginger, pepper, cinnamon, coffee, essential oils and extracts.

Several billion FMG have been allocated to the 2004–2005 season in order to respond to the financial needs of some forty eligible economic operators.

The FCPA is an association governed by Law 60.133. Steps have been undertaken to make it a public utility association. The members of the management committee have opted for this type of structure in order to work efficiently and to perpetuate its action. This partnership between FCPA, PTE and banks is a public-private-farmer partnership that constitutes one of the Government's preferred forms of intervention.

### 5.2 Strengthening the Forestry Information System and Governance

- **The DGEF Information System:**

Over the past years the need for in-depth information and analyses has been felt at the DGEF to support the implementation of activities such as forest zoning, the establishment of conservation sites, monitoring of exploitation permits and revenue. DGEF managers appear willing to set up a well-structured management information system that would provide reliable and timely information to help improve the decision-making process, transparency in the management of forestry resources, and good governance for the whole forestry sector.

Since 1998 the DGEF has had a management, processing and information management unit called *Unité de Gestion des Informations Forestières* (UGIF). Originally attached to the Monitoring–Assessment Service, the UGIF passed through the Management of Forest Resources department before ending up under the direct authority of the head office in 2002. The UGIF did not appear in the DGEF official organizational chart nor did it acquire the status of unit/department until 2002. At this time, it was decreed that the unit be called *Service Unité Système d'Information* (SUSI). Although the unit again changed its name in 2004 – from SUSI to USIFC (*Unité Système d'Information Forestière et de Communication*) – the mission and objective have not changed.

Despite these changes, the unit has remained at the DGEF level, and is presently responsible for the coordination of management of forestry information. In its role of coordinator it is supposed to ensure the development of all the elements required to install a coherent and efficient information

system for the whole forestry administration. The objectives of this department are to promote the role of information in the implementation of DGEF activities, and to render the role of information effective as a tool to help with decision, planning, implementation of activities and monitoring assessment at all levels of forestry administration (DGEF, DIREEF, CIREEF, CANF).

Among others, four main activities are in the course of implementation by this unit:

- The installation and establishment of norms and standards in the management of DGEF information from collection to processing of the information.
- The identification of needs and of the role of each department in information management (in the information system).
- Decentralization of information management.
- Improved circulation of information between the head offices and central departments and the decentralized services (DIREEF, CIREEF, CEEF, etc.).

- **PTE Support for SUSI**

Through different aid programs to the forestry sector (MIRAY, PTE) USAID/Madagascar has always promoted the use of information as a tool to help improve good governance in the forestry sector. Since PTE is a transitional program, the help provided to USIFC was mostly to ensure the acquisitions of the unit within the framework of previous USAID support programs such as MIRAY, and to ensure transition towards the new USAID support program for the next CSP (SEFEM). The objectives to be realized are therefore situated on two levels:

- To keep the USIFC operational and strengthen its capacity to respond to emergencies in the various DGEF activities.
- To continue development of bases for establishment of a coherent and efficient information system for the whole forestry administration.

Although funds available in the framework of PTE to support this activity were very limited and were not made available until the last quarter of the program, concrete results were observed:

- a. **Growth of the role and demand for information:** the USIFC is increasingly recognized by the DGEF. Gradually, the unit has become central to DGEF priority activities such as forest zoning, identification of new conservation sites, monitoring of forest exploitations and transfer of forest resources management. Three interventions of regional zoning have been carried out with the help of USIFC during this period.
- b. **Diversification and multiplication of analyses:** the analyses produced by the USIFC have multiplied and diversified considerably despite the fact that the necessary equipment could not be acquired due to lack of a budget. The analyses covered recovery of forestry revenue and production of analyses for establishment of conservation sites, forest zoning and monitoring of bushfires and zones of management transfer.
- c. **Stimulation of reflection and debate:** the above-mentioned analyses helped feed reflection and discussions in relation to specific problems. For example, during the transition period of forestry exploitations, analyses of information carried out by USIFC were the basis of a more objective discussion between the forestry administration and the private sector for the preparation of a strategy.



- d. **Mobilization of other donors** : PTE and USFS support for the DGEF information system mobilized other donors to fund activities related to a coherent information system. Following the recommendations made by USFS in September 2003, USIFC developed terms of reference with PTE help to accomplish the first stage of USFS recommendations, i.e., an analysis of information needs. The World Bank funded this activity through PPF funds. A workshop brought together regional and national agents in Antsirabe in August 2004.
- e. **Capacity strengthening and transfer of skills**: More and more DGEF agents are skilled in the management of information, both at the national and the regional level (CIREEF, DIREEF). PTE has particularly focused on the gradual transfer of skills at the level of administration agents.
- f. **Decentralization of information management**: As a whole, PTE has been a regional program and as such has developed framework conditions for the decentralized management of forestry information. On the regional levels of Fianarantsoa and Toamasina, following training, the agents have become adept at maintaining and updating information. These regional up-to-date information systems have been invaluable in the implementation of administrative and technical controls of forest exploiters and for the assessment and transfer of natural resources management (RESOLVE study).

For PTE these results can be qualified as a success given the short duration of the project and funding constraints. These results were obtained thanks to the strategy and approach adopted for implementation of these activities:

- Many results were due to the efforts of Pact personnel within the PTE framework;
- Permanent technical support made available to DGEF, and strengthening of USIFC response capacity in order to ensure a permanent transfer of skills;
- Enhancement and use of support from other partners, such as USFS.

All these PTE results and acquisitions can be used to improve the good governance of forestry administration through its contribution to:

- Improved transparency in the management of forestry resources;
- Developing reliable information and encouraging discussions between the administration and members of civil society (operators/forestry exploiters);
- Support for development of a specific vision of forestry administration in relation to the management of forestry resources in Madagascar.

It must be recognized that much remains to be accomplished to set up a system of information management that can support the good governance on a long-term and sustainable basis.

### **5.3 The National *Koloharena Sahavanona* Federation**

Although the *Confédération Nationale Koloharena Sahavanona* is only in its first year of existence, it has already established and begun to implement its work plan. The *Koloharena* movement has been strengthened through the *Koloharena* website, and through national and private radio programs in Tana, Fianarantsoa, and Toamasina. The *Koloharena* have also developed more relationships with the private sector (Biosave, Avitech, Enduma, SEPCM) and big shopping outlets in Antananarive (Shoprite, Leader Price and Jumbo Score).

Nine relationships have been set up with the cooperatives of Ambatondrazaka through the national federation for the supply of paddy within the framework of the *Fonds de Commercialisation des Produits Agricoles*. The national federation has also established contracts

for delivery of fruit and vegetables by the cooperatives to supermarkets and 600 kg of Olivetti tomatoes to Shoprite and Leader Price.

Good financial and accounting management will be critical to the continuation of the *Koloharena* movement. The financial and accounting system of the national federation has improved with the recruitment of an accounting consultant who implements and monitors the accounting system. An accounting procedures manual has been set up and monthly accounting reports established.

### **Recommendations**

- Business relations have been set up for the cooperatives. Officers and association members must be more responsible so that these cooperatives can honor their delivery contracts.
- General assemblies must be organized in each cooperative to monitor quality and better structure commercialization.

Coordination of national federation activities should also be strengthened on a national scale, while coordination of *Koloharena* federations should be strengthened on a regional scale to expand the movement.

### **5.4 Koloharena Relations with Donors**

PTE aims to protect natural resources endemic to Madagascar through working with the Koloharena associations to increase the economic viability of Malagasy farmers. Social awareness at the level of rural communities will facilitate the protection of eco-systems in an ongoing and sustainable manner. The importance of the stakes calls for the commitment of all the actors, such as development partners, economic operators, and farmers' associations.

In Fénérive-Est, many *Koloharena* associations have indicated an interest in developing relations with new partners and institutions:

- the PSDR: the association Hery Miradia in Mahanoro received help for a duck-farming project with a value of 43 million FMG. The KH members organized themselves to ensure their share of the work to show their willingness and maturity in taking responsibility, initiative and internal organization. PSDR supported training in financial management.
- The PSSA granted funding for a poultry project for the association Tanjona Maromitety Fénérive-Est. The beneficiaries carried out their share of the obligations in the distribution of input and built shelters. The project was a success thanks to participation of all members; beneficiaries were also commissioned to establish a farm school. Following contact between PTE and PMPS, reliable associations were identified in the Fénérive Est sub-prefecture. A socio-organizational study was carried out to look for worthwhile associations. Four communes were selected to receive funding from 8 to 14 million FMG to broadcast the fight against AIDS. Today this project is in progress and release of funds is soon to take place.
- In collaboration with CIREEF Fénérive-Est, using IPTE funds, funding of 25 million FMG was granted to KH Vonona Tsarahonenana for reforestation activities in the forest near Analabe Maromitety.
- With *Entreprendre à Madagascar*, the KH TLA in Amboditononana received funding from CEQUIP funds for acquisition of a huller worth 25 million FMG. Services have begun and bring in significant income. With the Embassy of Great Britain, two AKH (Vorontsaradia-Ambonivato et Miavotena–Mahanoro) have each received non-reimbursable funding: acquisition of an improved still and a huller totaling nearly 65 million FMG. The KH members have already built the hangar and arrival of the still is imminent. In Mahanoro–Vavatenina the huller is in operation, with the association employing a salaried expert for upkeep.

Much effort has been undertaken in a limited timeframe. These activities should all lead to improved institutional and professional capacity of the associations.

## **5.5 Partnership for the Production of Premium Quality Litchis**

December 2003: Koloharena Cooperatives in Fénerive-Est and Maromitety supply “The Pool,” an association of litchi exporters, with 100 metric tons of high quality litchis under a legally binding transaction initiated by the previous LDI program team. The Pool pays the Koloharena co-ops much more than their regular collector suppliers to compensate their efforts in quality.

February 2004: The Pool awards a bicycle to the best farmer in Maromitety (Mr. Milson Pierre), dozens of FM radio sets to his Koloharena co-op, and a candle making unit worth \$ 2,000 to the Koloharena coop in Fénerive-Est. PTE introduces the Pool to the idea of investing with the Koloharena producers to ensure quality. The producers and the exporters agree on a new partnership for the 2004 season. The Pool participates in the care of the Koloharena litchi orchards. The Koloharena co-ops receive technical assistance through CTHT (a European Union subsidized association working for the revitalization of cash crops on the east coast) and inputs (fertilizers and tree-care tools) from the Pool.

Through November/December 2004: Each growth stage of the litchi trees are monitored and recorded on a database by the Koloharena coops, the PTE team, and the Pool. New standards for Natoria labeled litchi are studied.

November 22- December 17' 2004: The target is to present French importers with a new image of the Madagascar litchi. 600 metric tons of Premium Quality Natoria Litchis are expected. These would set new standards for the Malagasy litchi. Another innovation is that these would carry information about the steps of their preparation, from the date of after-harvest pruning to the date of shipment. This is in preparation to meet the new European Union regulations on “tracability” (product information) required as of January 1' 2005.

This could open the gate to the US and North American markets for the litchis other products, especially fresh fruits and vegetables. It shows the determination of Malagasy producers and processors to meet market requirements and regulations, catalyzed by USAID.

## **5.6 Red Rice Production for European Markets**

A native Malagasy red rice variety called Rojomena presents agronomic characteristics that are suitable for the system of intensive rice cultivation techniques, better known under the name SRI (*Système de Riziculture Intensif* in French). SRI was first defined and applied in Madagascar during the 1980s before spreading across the island and abroad.

Given the potential of growing Rojomena using SRI, the PTE-Moramanga team introduced the Koloharena Cooperative Hanitrinala of Ambatovy to the Slowfood Foundation for Biodiversity. The Hanitrinala Koloharena Coop manages three irrigation systems allowing water control over 150 ha of paddies. The 115 members of the water user associations on these perimeters have been rice growers for generations. Improving the production on their rice fields would improve their income and protect the nearby primary forest.

Slowfoods is an international association based in Italy, which aims to conserve biodiversity through the respect of the variety of food origins and their environment. Its approach is based on the promotion of local techniques and ethnic food and taste. Slowfoods allocates funds to the Hanitrinala Koloharena Cooperative under a partnership named “Andasibe Red Rice.”

The Slowfoods budget allowed conclusion of test runs on suitability of Rojomena red rice for the Ambatovy area. The PTE-Moramanga team helped the Hanitrinala cooperative to locate a supply

of certified seeds. Production will take place over 50 hectares for the coming rice season. Moreover, the Koloharena co-op received a rice huller/polisher with a vacuum packaging machine, worth \$5,000. The Malagasy government paid the \$3,000 custom taxes. To secure the market for more than 300 metric tons of Rojomena red rice from the 50 hectares, Slowfood invited five delegates to attend their annual meeting in Turin for the “Salone del Gusto” and “Terra Madre.”

## **5.7 The Results of Anti-Tavy Work**

On the national level, PTE organized a workshop on the fight against *tavy*, which led to improved discussions on anti-*tavy* programs carried out in Madagascar, and on governmental policies that seek to curb this practice.

PTE has always collaborated with the MinEnvEF in carrying out its missions. Together these two units have adopted steps:

1. To recruit a provider, the SAVAIVO consultant office, to develop an analytical document to establish the results of the anti-*tavy* programs carried out in Madagascar, both by the government and by national and international NGOs.
2. To involve all actors. The task force to fight bushfires has since been asked for finalization of the terms of reference of the mandate entrusted to Savaivo.

Development of the analytical document required bibliographical and qualitative work in the field to fully appreciate the administrative and socio-economic impact of the recent governmental decision in the fight against *tavy*. The sites visited were selected in order to have a sampling of dry forest milieus in the west, and wet in the east. PTE/LDI had the advantage of having established an evaluation report on the impacts of LDI interventions on the anti-*tavy* fight in the zones of intervention. The Savaivo team was able to gather rich and interesting information.

*Tavy* reflection days were organized jointly by PTE and DGEF. Representatives from different ministries, technical and financial partners of MinEnvEF in the fight against *tavy*, participated in these brainstorm sessions.

An analytical document regarding the results of anti-*tavy* programs carried out during PE II was drafted. Furthermore, recommendations for future action, framed around the main areas concerned by the PE3, were collected.

More efficient lines of intervention were defined for the short, medium, and long term. It will now be up to the ministry and its partners to take them into consideration for future interventions to better protect the forestry resources of Madagascar.

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**Programme de  
Transition  
Eco-Régional**

ECO-REGIONAL TRANSITION PROGRAM



PROGRAMME DE TRANSITION ECO-RÉGIONAL

## **Final Report**

**January 2004 – September 2004**

**Volume 2 : Regional Report**

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# 1. Fianarantsoa Region

## 1.1 Analyses of Fianarantsoa PTE Performance

### 1.1.1 Biodiversity Conservation

#### 11.1.1 Aid to Strengthen Institutional and Organizational Capacities of the CMP

The PTE program worked closely with the Comité Multilocale de Planification (CMP) to contribute to its revitalization during this post-crisis 2002 period. The CMP suffered considerably during the crisis due to internal divisions. In collaboration with PACT-MIRAY, the PTE Program began its 2004 activities by contributing to the strengthening of the internal institutional and organizational capacities of the CMP. The CMP enjoyed a rejuvenation thanks to the various contributions of the PTE program. PTE staff contributed significant time to assist the CMP to revise the *Plan de Gestion du Corridor* as well as technical help to organize better its internal financial system.

#### ***On the CMP level***

The General Assembly elected its Permanent Bureau with a two-year mandate, from July 2004 to June 2006. The same AG approved the adhesion of new members, bringing the number of members to 105, with 7 sub-prefectures, 28 rural communes, 282 CDC, 13 head offices and technical departments, 20 associations and NGO, and 9 programs and projects. This improvement is due to the trust and hope that elected leaders and partner administrative authorities placed in the program.

#### ***Elected Leaders and Local Authorities***

- An information awareness workshop was held in Ranomafana to better establish the institutional development of the CMP. A workshop to exchange points of view and information was organized in collaboration with representatives of the public technical services, civil society, programs and projects. In practice, this workshop was a rehearsal for the CMP General Assembly.
- Revival on the sub-prefecture level: a group from 3 fivondronana of the center corridor and one from the two fivondronana of the south corridor, was brought together by members of the Permanent Bureau to revive CMP activities. The object of the meetings was to seek to resolve small internal conflicts, such as finding solutions to occasional issues linked to present circumstances.

#### ***Promotion of the CMP in Antananarivo***

A mission to promote the CMP, composed of the General Secretary and the CMP Program leader, led by its President, visited the Ministry of Environment, Water and Forests, USAID, LDI, PACT, WWF, PSDR, UNDP and the General Director of Decentralization. It was concluded that CMP would obtain a work vehicle. The PTE Program provided support with logistics and office supplies, funded an exchange visit to the CRD in Moramanga. WWF Sweden co-funded the CMP general assembly. CCD Namana provided financial and organizational support to produce a film on Ihazomena. The UNDP helped hold a seminar on strengthening the capacities of the mayors.

#### ***Financial Contributions to CMP Activities***

From November 2003 to July 2004, CMP obtained direct funding and / or subsidies to carry out the above-mentioned activities, as follows:

PTE	33 900 000
CCD Namana	15 000 000
WWF Sweden	58 013 717
PACT Miray	30 087 260
PNUD	34 418 550

APMM 7 500 000  
CI 47 080 456

### 1.1.1.2 FCER activities

#### ***Contribute to the Maintenance of FCE Railroad Infrastructure***

PTE/FCER Unit made significant progress in rehabilitating both FCE and port infrastructures during the PTE extension period. Specifically, contracts were signed and work is now in progress to:

- rehabilitate 22 freight cars and 6 passenger wagons at the FCE;
- acquire parts to keep the locomotives and draisines in service;
- construct ~20 km of drainage canals along the line;
- repair or construct 38 drainage structures along the FCE;
- improvements to 8 km of track;
- rehabilitate 1 tug boat and 3 barges at the port;
- acquire parts to put elevator tractors and a crane back in service.



*A village based vetiver association was subcontracted by a local engineering firm to plant vetiver to stabilize a drainage infrastructure on the FCE.*

None of these interventions would have taken place without USAID support for the FCE unit, which played a key role in mobilizing the funds from partner donors and provided management and technical assistance as needed to implement the interventions. The principal problem encountered in implementing these activities is that, unlike previous rehabilitation works financed under USAID, we did not have full control over funding availability (IPPTE and European Union) and certain tenders and contracts had to be approved by the government before work could begin. This has significantly delayed some activities that will not be completed before the end of PTE. As a result, we have requested a no-cost extension to permit the completion of these works.

#### ***Community Interventions to Protect FCE Line***

PTE/FCER unit has continued to provide supervisory support to the Community interventions along the line, even though these are now funded under PST/World Bank funds. Had we not continued to lobby ceaselessly for this intervention, it is nearly sure that the community activities would have come to an end, given serious delays in the PST's signing contracts with NGO Haona Soa to continue this work. As it is, the Community team held together and continued to work without a contract for long periods of time because of the support and encouragement provided by the FCER unit. An additional 150 farmers have now joined the 600 farmers already part of the community slope stabilization program, which is now back on schedule. Village based associations of vetiver growers have also won subcontracts to plant and maintain the vetiver used to stabilize track infrastructures. This reflects a « maturing » of the intervention to the point where vetiver has now become a marketable commodity along the train line.

*A village based vetiver association was subcontracted by a local engineering firm to plant vetiver to stabilize a drainage infrastructure on the FCE.*

PTE/FCER also has continued to work with local associations and government entities to be pro-active in support of the FCE and the Port. A recent delegation from the Province of Fianarantsoa met with national level ministry officials to try to move several dossiers that are currently slowing down both rehabilitation works and the concession process for the FCE and the port.

The FCE unit (which includes 1.7 USAID funded professional positions and 5 support staff, as well as 10 positions funded under Debt Relief funds) is fully operational and is currently managing 12 billion Fmg of Debt Relief funds and about 400 Euros of European Union funds for port and railroad rehabilitation works. None of these funds would have been made available had there not been assurances of technical assistance provided under the USAID projects (LDI and PTE). The CoP and FCER unit director have also put significant effort into moving the privatization dossier ahead and mobilizing the diverse actors who need to be involved at all levels. The GoM has now issued a calendar for privatization that includes launching the tenders by the end of September 2004, making a decision on the winning bidder by mid March 2005 and the concessionaire in place by the end of 2005.



*The newly rehabilitated Swiss first class car, put into service on 25 August 2004, is testimony to the key role that FCER has played in uniting numerous actors (the Swiss solidarity network, IPPTE funds, the FCE Master Plan) to achieve a common goal. FCE revenues in July/Aug 2004 were approximately 150% higher a year ago thanks to FCER managed investments in the line*

### **1.1.1.3 Tavy Alternatives**

The main reasons for the practice of *tavy* are the very low agricultural yield in comparison to the area cultivated, and the low revenue in relation to the needs of the farmers. These are the reasons for the choice of actions that were carried out, and we identified the most promising practices in order to orient the strategies to fight *tavy* with the aim of reducing poverty.

The initiatives to diversify revenue-generating activities in order to reduce *tavy* lead to development of the technical capacity of the *Koloharena* farmers. Other activities were substituted for *tavy* (vanilla aloe, jatropha, etc.) and especially to introduce and adopt improved cultivation practices, rice and fish farming, agro forestry, development of *tanety* ). This adoption is favored by the community approach, which allows the *Koloharena* better access to resources (seeds, agricultural material, and agricultural techniques) and better appropriation and distribution of techniques through the farmer-to-farmer approach (CODE – Farmer vulgarizers and animaters).

Thanks to the adoption of integrated agriculture, the *Koloharena* can acquire better understanding of the use of resources. This knowledge leads them to other applications in economic activities such as basket weaving, jatropha oil extraction, and the abundant use of biomass for vanilla cultivation, good management and upkeep of dams.



Production of vanilla in Tolongoina



CGS and processing machine

In general we have gone far beyond the objectives set:

- The number of operational PV continues to grow : 368 operational PV, of which 53 are new and not yet certified.
- The number of farmers practicing revenue-generating activities has doubled in comparison to our original objective.
- The hydro-agricultural infrastructures damaged during the cyclones have all been repaired : 3 pedestrian bridges at Ikongo, and 2 dams at Tolongoina and Sendrisoa.
- The *Koloharena* federations now own their own wood parks as resources for plant material : 30 wood parks in 8 sites.
- More than 63% of the *Koloharena* use at least 2 elements of the approach in crop practice : either vanilla / banana – cash crops or arboriculture, or aloes / jatropha with cash crops (sweet potato, cassava, beans).
- The potato yield continues to grow, varying during this campaign between 15 and 20 t/ha.

#### 1.1.1.4 Aid to Promote Environmental Education and Information

Assistance to Green Commune activities, film production to improve interaction between man and his environment, the fight against poverty, and continuation of studies around Radio Rurale, constitute the backbone of this section:

With the support of FANOITSA, an NGO In Fianarantsoa that we funded to produce educational supports, two films were made in order to inform our partners that diversification of their production and its commercialization implicitly contributes to efforts in the fight against poverty and reduces socio economic and environmental pressures around the corridor.

Having learned about the rush of precious stone diggers in Miarinarivo and Ihazomena, the CMP sent police to evacuate the area and clean up the situation, with the support of the local authorities, the regional directions of Mining and Environment, and PTE. The miners involved gave in : huts were abandoned then burned, holes were filled in, and a plan to develop the sit has been established.. A documentary film was produced about the site, and later made available to our partners, in support of environmental education campaign on illegal exploitation of mining products in the sensitive zones of the Andringitra –Ranomafana forestry corridor. The cost of production was 40.275.000 FMG.

Still within the framework of actions that target maintaining ecosystems and biodiversity by contributing to the fight against poverty, another film was produced about agricultural diversification and intensification in the low altitude strategic zones. This film on the alternatives to destructive practices in forests alerts all



sectors working with bananas on the eastern slope of the Corridor, and suggests the first alternative measures such as the introduction of resistant varieties suggested by FOFIFA.

With the same objective, another documentary was produced about vanilla. FANOITSA writes : « vanilla is a crop that is adapted to the protection and conservation of the environment. It requires the presence of a living tree to provide the necessary shade. Consequently, each vanilla creeper becomes the guest to protect because of the value of the crop that it bears ». The documentary produced cost the same, around 40 million FMG. It covers the whole eastern section of the region.

Concerning environmental education, the lack of environmental programs or even eco regional radio programs about the eastern slope of the corridor led the general direction of ORTM, USAID and the CMP to read the studies about determining priority intervention zones and communication about this slope. Workshops will be continued to see the best impact of the implementation of these communication tools. With the Fianarantsoa civil society, MISONGA will participate in the workshops. At present funding is being sought for the technical feasibility of the operation.

#### **1.1.1.5 Eco Tourism**

**Around the Parc National de Ranomafana.** The hotel Tropic Village, located at Kelilalina near the Parc national de Ranomafana, operational since 2001, has undertaken to extend and improve its infrastructures. The promoter requested funding of 475 million FMG from the BNI-CL under the FIEFE in order to undertake termination of construction of new buildings. The steps concerning this are underway despite a late decision and release of credit by the bank. Besides the Environmental Impact Study, PTE helped the promoter to elaborate a development plan for the hotel property. A landscape consultant was employed to provide a landscape design. PTE technicians and PA helped with the agricultural development.

**Around the Parc National d'Andringitra.** The hotel Camp Catta, located in the Tsaranoro valley (near Parc National d'Andringitra) received 240 million FMG through FIEFE credit. The operator used the funds to extend the reception and restaurant infrastructures. Work is finished and the hotel recorded nearly 100% bookings during the high tourist season of 2004.

**Around the Parc National d'Isalo.** The NGO Làlana carried out a study funded by PTE to evaluate the needs to rehabilitate roads built by the former CAP project and damaged by cyclones. The results of the evaluation include information on appropriate techniques to carry out the rehabilitation, as well as the financial estimates. A dossier to request funding has been submitted to PST for realization of the works.

**Assistance to set up the Office Régional du Tourisme.** PTE helped set up the Office Régional du Tourisme in the province, a project initiated by the Direction Inter-régionale du Tourisme to improve the awareness of operators. This concerns the new tourism code and setting up groups of tourism operators in each zone (Manakara, Ambositra, Ranomafana and Isalo). The groups thus set up are represented in the ORT bureau, with headquarters in Fianarantsoa. The result is that several operators (particularly guides) who did not receive awareness training, are now convinced of the necessity to legalize their situation, and are willing to undertake the necessary procedures. The groups in each zone have been created, and the future Regional Office will represent the 9 zones of the province of Fianarantsoa.

**Collaboration with ANGAP.** A protocol agreement was signed between ANGAP and PTE to contribute to the renovation of park infrastructures at Ranomafana and Isalo. A contribution of 1500 US\$ by each party is defined in the protocol. This financed the renovation works and / or installation of interpretation signposts in these parks, as well as other improvements such as redecorating the reception center. The population or local small suppliers will supply some material.

**Assistance to Regional Actors for Re-Opening of the Beravina Airport.** PTE initiated the action to petition for re-opening of the Beravina airport following an incident in March 2004. Lack of income for economic and tourist operators in the province, as a result of the closure, is the reason for the petition. Although local actors are affected by the whole problem, initiative is missing. Solidarity is totally lacking to resolve a common problem. Whereas if an action or a problem is to be resolved together, the appropriate solution should be found, even if it is the result of a higher decision.

## **1.1.2 Forest Management**

### **1.1.2.1 PTE Interventions**

PTE takes into account the four main objectives of the POLFOR when managing natural resources. After identifying and launching activities to improve a system of production that is an alternative to tavy, PTE FIA continues the process to transfer management along the Ranomafana – Andringitra forest corridor. The principle is based on a collaboration protocol signed between PTE and DIREEF, which should be retained to ensure the implementation of action at the local level to protect and manage forestry resources.



### 1.1.2.1.1 Transfer of Management of Natural Resources

Making the communities responsible by transferring the management of resources is an alternative in the fight against tavy, and against the damage to resources near the corridor. The PTE Program gave assistance to the local and regional technical service in the implementation of 7 management transfers to 4 communes around the corridor.

**Table Recapitulating Management Transfers Assisted by PTE FIA**

COMMUNE	CITE	COBA	Membre	Contrat	Signature	Surface	Zonage
MIARINARIVO	ANGALAMPONA FKT Angalampona	Alasoa Fagnahiambe	172	861/MEF/SG/DGEF/ DIREEF.3	30/06/01	2745 ha	Conservation : 2262 ha CDU : 271 ha Reboisement : 212 ha
IALAMARINA	AMPATSY FKT Ampatsy	Mitsinjo	180	254/MEF/SG/DGEF/ DIREF.3	juillet 2002	430 ha	Conservation: 140 ha CDU: 290 ha
	RANOMENA FKT : Ranomena	Imaintsoanala	240		25/8/2004	2560 ha	Conservation : 1728 ha CDU : 487 ha ZOC : 345 ha
IKONGO	AMBODIARA FKT Ambodiara	Ala mampiratra	147	489 /MEF / SG/ DGEF / DIREF.3 /CG	7/12/2002	822 ha	Conservation : 261,5 ha CDU : 290,5 ha Production : 270 ha
	AMBALAGOAVY FKT : Antsatrana	Analamanitra	171	488 / MEF /SG / DGEF / DIREF. 3 / CG	7/12/2002	214 ha	Conservation : 166 ha CDU : 48 ha
	ANTSATRANA FKT : Antsatrana	Maneva	101	487/ MEF /SG / DGEF / DIREF. 3 / CG	7/12/2002	293 ha	Conservation : 99,5 ha CDU : 85 ha Production : 108,5 ha
ANDROY	AMBENDRANA FKT : lambara	Analasoa Ambohimpanarivo	254	121/ MEF /SG / DGEF / DIREF. 3 / CG	28/01/03	1496 ha	Conservation : 846 ha CDU : 650 ha
<b>TOTAL</b>			1265			8560 ha	Conservation : 5503 ha CDU : 2121,5 ha Production : 378,5 ha ZOC : 345 ha Reboisement : 212 ha



### 1.1.2.1.2 Implementation of the Development Plan and Monitoring Management Transfer

#### **Present Situation**

- One out of 6 GCF sites has terminated its first contract and is being assessed ;
- 5 sites out of 6 are moving into their second year of management, and are implementing their development plan;
- The last site is still in its capacity-strengthening phase.

The main objective of the transfer is the rational management of land and forestry resources. Four sites out of 6 have moved towards conservation and rational management of the right of use zone. The 2 sites at Ikongo have included production zones in their development plan.

For 2004, each COBA established its annual work plan. They have all realized seventy-five percent of their PTA based on the development plan. They have also submitted their six monthly report to the technical service.

#### **Realization of the PTA and the Development Plan**

Each COBA realized the main lines of the following activities:

<b>Activities</b>	<b>Realizations</b>	<b>Results and Impacts</b>
Opening boundary paths around each GCF perimeter	Clearing and opening paths around each GCF forest	Limits between two forests clarified and recognized by the neighboring populations Controlled access
Reforestation in the restoration zones or periphery zones of GCF	Upkeep of reforestation of previous year 15.000 trees planted Reforestation : For Ikongo, the species the most used are fruit trees and bamboo, for other sites reforestation with eucalyptus	Forest cover maintained Extension of wooded areas
Controls of GCF forests	For each site, the Polisin'ala responsible for control helped by some COBA members carried out a monthly control, 60 controls in total for the 7 GCF	Access to controlled resources No forest produce may be removed without a permit or authorization from the COBA bureau, Reduction of illegal exploitations (tavy, removal of forest produce )
Strengthening the capacity of the basic structures, COBA and PA COBA	Training of bureau and commission members, and PA on the technique of management of natural resources Training themes : <ul style="list-style-type: none"> <li>• Roles and attributions of the actors in management transfer</li> <li>• Forest legislation, right of use and fire management</li> <li>• Technique of management, monitoring and control of resources</li> <li>• Exchange visits with the COBA of other regions</li> </ul>	Task sharing between members, bureaus and various commissions Improved monitoring system at COBA level Reorientation of activities to be undertaken by COBA according to the potential of resources (economic valorization of forests)

## **Organization and Collaboration**

- The members of the COBA management committee have begun assuming their tasks.
- The institutional structure of the COBA is strengthened
- Collaboration with professional partners (Angalampona : request for training in the multiplication of indigenous plants at the COBA with WWF support).

## **Economic Valorization of Forest Products**

In the 7 GCF sites, several products have been identified as sources of revenue for COBA members:

- Bamboo to make *garaba* (baskets for transporting poultry) and furniture .
- Freshwater crayfish and eels.
- *Vakona* and raw material for basket weaving.

PTE launched and assisted the COBA with bamboo processing. 5 sites out of 7 have received training in transformation, but the most interested are the 2 sites of Ampatsy and Ambendrana.

Due to lack of raw material the 3 Ikongo sites are having problems promoting the sector.



*The training instructors and the COBA Mitsinjo participants during training at Ampatsy ( Finished products made during training )*

## **Improvement of Technical Approach**

With the participation of local and regional actors, particularly the DIREEF and partners in management transfer, an improved approach to implement management transfer was realized and standardized for the Fianarantsoa region.

## **Implementation of Management Transfer**

PTE worked closely with RESOLVE to assess the GCF/GELOSE forest transfer process. PTE also sponsored a workshop by DIREEF Fianarantsoa to assess the strengths and weaknesses of the GCF in the province. Our work in the field took account of the various recommendations and the new GCF reflects the lessons learned from previous experience.

### **1.1.2.1.3 Aid to Management and Development of Plantation Forests (Mandaratsy)**

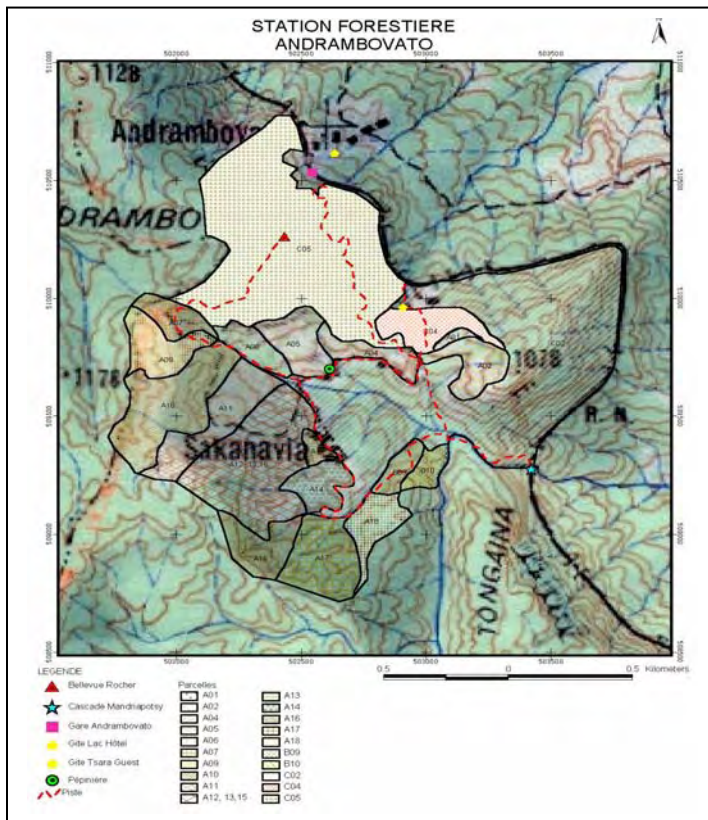
Finalization and implementation of the development plan were carried out during the PTE phase. The development plan for the Mandaratsy slope was finalized with the help of APMM and various actors from the development sector in the zone. The US Forestry Service contributed significant funding to help catalyze the completion of the pine forest management plan.

During implementation of the development plan, PTE worked closely with the Scierie de Betsileo to test pine tree thinning. Twenty hectares of pine trees were thinned at a cost of 250,000 FMG/hectare. This thinning was widely observed by forestry actors and has served as a way to launch similar initiatives through FID's Social Fund and the APMM. PTE worked closely with the ministry to extend the forest permits for the Scierie de Betsileo- the only viable forest operator in the plantations of the Haute Matsiatra.

Various consultative meetings were held with the Comité de Gestion du Lac Antarambiby. The Ministry of Mines and Energy played a key role in this initiative to improve the water supplies for the city of Fianarantsoa. Consultancy services were provided by the US Forestry Service.

#### 1.1.2.1.4 Aid to Management and Development of Forest Station (Andrambovato)

Under PTE/DIREEF collaboration, the Water and Forests Services was assisted in the elaboration of the development plan of the Andrambovato forest station, particularly the collection of databases through the forest resource inventory. This inventory targeted assessing the potential and the present situation of the plantation set up in 1951. The inventory revealed that the station has important economic potential. Most of the trees have reached an exploitable age. The development of the station should generally take this potential into account.



#### Realizations 2004 :

- Installing signposts for the station and each plot.
- In order to clarify the borders with the GCF site, a track was opened around the station. Work was carried out by the Water and Forests team with the active participation of the population living near the station.

#### 1.1.2.1.5 Aid to Management and Development of Slopes (Manampatrana)

The Manampatrana slope problem was identified as a priority during the PTE phase. It is a zone that was formerly covered with forest, which has been totally transformed into a cultivated zone through the practice of tavy. At present, this slope ensures a clean water supply for the commune and part of the

#### Orientation for development of the station

1. **Valorization of the tourism potential of the station :**
  - Development of existing tracks and tourist tours in the station
  - Improve reception infrastructures
  - Define a partnership system between the managing technical service, interested tourism operators and the village community
2. **Economic Valorization of wood products :**
  - Exploitation of accessible plots with trees of exploitable dimensions.
  - Follow a well defined exploitation plan
  - Build tracks for easy removal of products
3. **Management :**
  - Design and implement a lasting management structure that understands the technique for tourism and economic valorization of the station

irrigation of the rice fields. The development of this slope is necessary to ensure water availability. The Water and Forests service considers it to be a priority zone for assistance.

PTE aid focused on collection of data concerning the elaboration of the slope development plan, particularly delimiting and zoning by function. There is also the socio organizational aid of the management structure and reforestation of native species such as Harina.

#### **1.1.2.1.6 Green Communes and the Fight Against Fires**

To create deserving green communes, the Program intervention concentrated on helping to strengthen the capacity of the local authorities and the basic structures for fire management.

- Supplying communes with ornamental plants
- 7 training courses for anti-fire committees were held in 7 rural communes of PTE intervention that group KASTI by fokontany, members of the executive and deliberating committee of each commune, representatives of the KH federation and of the COBA.
- In the communes, 8 awareness interventions on the fight against bushfires and tavy, using Hira gasy.

#### **1.1.2.1.7 Forest Controls**

During the two months of last July and August, technical and financial aid was provided to the Water and Forests for the four CIREEFS, i.e., Fianarantsoa, Manakara, Ihosy and Mananjary.

Ten visits of two to twenty days each were made. Reports were drawn up about the illegal exploitations. Besides these 120 control days, the CIREEFs and DIREEF took the opportunity to inventory the situation in the four CIREEF concerning land clearing, tavy, illegal exploitations and management transfers.

### **1.1.2.2 PACT interventions**

#### **1.1.2.2.1 Aid to Implement Regional Zoning Process**

After national zoning, the DGEF, with the DIREEF and the CIREEF, is presently extending the exercise on the regional level. This initiative is to include the opinion of the village communities and the regions. The intervention was oriented towards methodological support to hold various zoning workshops in the Water and Forests Circumscriptions.

#### **1.1.2.2.2 Strengthening the Capacities of the DIREEF and CIREEFs in the Collection, Management and Processing of Forestry Data / Information**

A series of training courses were organized for some fifty DIREEF leaders from Fianarantsoa, CIREEFs and CANFORETS on : use of GPS, basic computer work, documentation ; system of management of databases (SGBD), and the GIS. At the end of the training, the technical capacities of the CIREEF agents in information systems had improved. CIREEF agents can now collect, process and analyze all types of data (statistics data, geographical data). They are convinced of the necessity for the use of information systems in forest management (monitoring forest exploiters, zoning, adjudication).

#### **1.1.2.2.3 Elaboration of a Management Strategy for the Transitional Period for Forest Exploitations and Setting up the New System to Allocate Permits :**

- ***Management of the Transitional Period :***

Delivery of exploitation permits was suspended in 2001 to clear up the activity. The reasons for this suspension were to allow a more transparent and fair allocation system to be installed and to improve

tax collection. The activities of administrative control of the exploitation permits carried out in 2002 led to cancellation of 80% of the permits that were still valid. A large number of the exploitation permits that were regular and valid following the 2002 control, expired at the end of December 2003, when the new allocation system had still not been installed. This situation could create problems at two levels : the lack of products to satisfy the market and propagation of illegal exploiters to the detriment of regular and professional exploiters.

To meet this context, the CNTF sought to elaborate a strategy that would :

- Correctly ensure the supply of the wood market ;
- Identify and fight illegal sectors;
- Set up a simplified adjudication system and / or extend the validity of some permits after technical control.

Three strategic lines of intervention were initiated in the Fianarantsoa CIREEFs:

- Fight the illegal sector through administrative and technical control of exploiters and verification of the source of forest produce on the market.
- Identify sites where the validity of present exploitation permits could be extended.
- Set up a simplified adjudication system.

PTE actively participated in the implementation of this strategy by contributing to funding control actions in the province of Fianarantsoa. These activities were also carried out in the Anosy region in collaboration with the GDA / LARO project.

- ***Setting up the Adjudication System:***

Forestry agents from Fianarantsoa (DGEF, CIREEF, CANFORETS) participated in the training sessions organized by USFS at Beforona, Moramanga and Antananarivo, on the main themes : The Procedures of Forest Inventories and Estimation of Costs for Forest exploitation permits ; the elaboration of a forest development plan and Adjudication Procedures.

The activities initiated by PTE and USFS during this period aimed to set up bases for a more transparent system to allocate permits. With USFS help, a manual to prepare permits granted by adjudication is in the process of being elaborated.

- ***Delimitation of Exploitation Plots :***

Parallel to activities of administrative and technical control of permits, a field trip was made to collect data on the location of existing forest exploitation sites in the Fianarantsoa province.

- ***Forestry Control :***

The management strategy for the transitional period recommended implementing forest control activities. The control of the exploiters is of two types:

- Administrative control : this helps determine which permits are still valid and which expires, and gives an overview of the situation as to collection of taxes linked to the exploitations.
- Technical control : this verifies the conformity of the exploitation with the terms of its contract.

PTE funded implementation of these controls in the CIREEFs of Fianarantsoa.

Result 2.2.3 : Sustainable management of the forest and mining policies have improved

#### **1.1.2.2.4 Strengthen the Resource Capacity at the Central and Regional Level**

PTE helped to hold workshops « to strengthen work synergy between the forest and mining sectors » in the provinces of Toamasina and Fianarantsoa. These workshops were initiated at the request of

the regional actors and taking into account the present context. Knowledge and understanding of the current forest and mining legislation were updated, and an exchange platform set up.

The main points raised during this workshop were :

- Setting up and / or formalization of the Mining – Forest Committee in each province. This committee will be the interlocutor of the CIMF commission on the regional level.
- Identification of the main overarching problems.
- Action plans elaborated by the Committee will be communicated and distributed to the various partners and donors, particularly USAID.

The development plan of the Mandaratsy slope was elaborated with the help of various actors working in this locality. A management committee was set up following the workshops of July, which worked on the status and the feasibility of this committee.

### 1.1.3 Institutional Development

Those cooperatives with available funds were able to collect *47 tons of paddy and 4.1 tons of white rice* from their *Koloharena* members. These goods could satisfy the consumer needs of the community during the difficult period, either by transforming the white rice or the resale at a reasonable price of the paddy. This was so for the Miarinarivo cooperative (7.425 tons of paddy – 4.1 tons of white rice), Lalamarina (26.107 tons of paddy), Sendrisoa (13.560 tons of paddy), and Manakara.

The main activities undertaken within the framework of institutional development mostly consist of providing technical, organizational and moral assistance to the various rural organizations (federations, cooperatives, AUE and *Koloharena*) in order :

- To improve their administrative and financial management performance and capacity.
- To extend the commercial relations of the cooperatives and FKH with the private sectors.
- To strengthen the farmer-to-farmer vulgarization system.
- To catalyze the funding support of other donors.

#### 1.1.3.1 Organizational Structure of Rural Associations is Improved

- **149 PTA KH**

Despite their reduced number, the *Koloharena* ( 390 KH at the end of LDI, and 373 at the end of the PTE ) are now entering their maturity phase. Not only do they contribute to the improvement of the physical environment around them, but they also orient themselves to identify and develop the products to be promoted. The PTA constitutes a working tool for the FKH to better organize and plan supervision activities of the PA and PV. At the same time they serve as a database for the cooperative to identify and supply KH needs that should be available at the Supply Centers.



*Work and training session with members of the Ikongo Kolo Harena Federation and the NGO CEP*



- **13 PTA AUE**

The Associations of Water Users were originally set up for the management and upkeep of the hydro agricultural networks that received FRC (Cyclone Rehabilitation Funds) financing from LDI. Their activities spread to the agricultural domain to enhance investments and to improve the environment. Reforestation is one of the main activities of the AUE that is inserted into the PTA, an activity that consists of protection of the slopes.

Thanks to PA activities, more KH associations are being set up within the AUE. This will facilitate the technical supervision of the PV. To ensure and maintain the good operation of the network, the AUE has included in its PTA the collection of upkeep costs to ensure small repairs to the works. Despite this preventive initiative of the AUEs, some networks are still not working. For this reason they have been put into contact with other donors, or have received PTE aid.

- **Training themes for the PA and PV**

The training themes affect 149 beneficiaries and enable the PA and PV to :

- to give more support and further strengthen the KH in the choice of promising sectors to include in the PTA, and
- to assess activities and to improve KH professional performance.

Limited funding is one of the constraints in the operation of the PA / PV and also the KFH. This is due to insufficient financial resources in the FKH, and to the number of PA/PV. A protocol of collaboration was established between the FKH and the cooperative of each site in order to reduce this problem and to diversify financial resources (collection of the subscription of the KH members is presently between thirty-three and fifty-seven percent). The cooperatives pay ten to twenty percent of the dividends to the FKH, out of the profits made from their commercial activities, after the annual accounts.

### **1.1.3.2 Improved Structure of the Organizations of Federations and Cooperatives**

The federation structures are maintained in the Fianarantsoa region to ensure the continuity of the *Koloharena* movement and to continue technical supervision of members in land management. The



*Meeting of the Ikongo Kolo Harena federation*

cooperatives are there to facilitate commercial relations and to ensure the supply of *Koloharena* needs according to the activities defined in their PTAs.

- **PTA FKH and PTA Cooperatives set up**

Cooperatives and Federations received training to assess the organizational capacity of associations. The various training courses dispensed enable organization leaders to better manage their structure within the legal framework and to improve their performance in the analysis and assessment of activities.

Five Cooperatives out of the existing eight have already assessed their PTA. This assessment enables rural organizations to compare the realizations with the planned activities, to monitor their performance, and to draw conclusions for the future months.



*Exchange visit FKH cooperative Fia at Tanambe Ambatondrazaka July 2004*

- **Increased Sales of Agricultural Inputs at the Supply Centers**

Sales in the Supply Centers depend on the objectives of technical activities included in the PTA of the KH and their needs.

Each month the CA members hold a meeting to deliberate on the supplies required in order to respect the planting calendar.

Since the Cooperative took over this activity (after the protocol of transfer of goods and property between the FKH and the Cooperative), sales progress is shown in the following table:



*Supply Center at Ikongo*

Generally, the cooperatives started off fairly slowly. Some only got started in May 2004. Yet sales show a considerable boom during the high season of preparation of the various planting campaigns (March – April – May – June).

The main products of the cooperatives are agricultural inputs and material.

## **1.2 Lessons Learned and Recommendations**

### **1.4.1 Biodiversity Conservation**

- Successful interventions are those that enable the farmers to obtain quick income and which take into consideration achieving self-sufficiency in food.
- The combination of various techniques such as cash crops with food crops or rice / fish farming allow the farmers to diversify their sources of income and to manage natural resources such as water and biomass ;
- Application of the farmer-to-farmer approach offers a better guarantee of sustainability of the results obtained. However, in order to be truly operational it is very important that the members of the structures and the federation shoulder their responsibilities ;
- An approach that is only technical does not permit significant reduction of tavy, but the social (education, healthcare), the political (logging permit / exploitation), and economic (commercialization and transformation of surplus agricultural products) must also be taken into consideration ;
- The installation of hydro agricultural infrastructures plays an important role in the reduction of tavy since it enables farmers to increase productivity while developing and enhancing the former tavy and ultimately to exploit them as a source of energy ;
- The existence of tracks, routes, railway lines that are accessible throughout the year is imperative for agricultural intensification and other alternatives to tavy ;
- Rice production occupies an important place in the farmers' lives, symbolizing food security and the prestige of success. The question of access is therefore very important in future projects ;
- The FIEFE mechanism was elaborated in order to facilitate the access of operators, particularly EFE, to credit with a highly preferential rate. However, the mechanism in question should be lighter and should inform the bank on existing procedures, since bankers themselves do not fully understand how the FIEFE operates and hesitate to finance ;
- Any intervention should be preceded by participatory steps for greater involvement of populations and / or local administration in planning and monitoring activities undertaken.

### **1.2.2 Forest Management**

- The success of management transfer largely depends on the technical assistance of the Water and Forest Services for management and organization ;
- Each COBA needs adapted and efficient alternatives to tavy in order to have a worthwhile and stable production system ;
- The promotion of the economic enhancement of forest products makes the COBA leaders more responsible and motivated ;
- Creating meeting platforms or partnerships between the local authority and the technical service makes the monitoring and implementation of the PTA development plan and each COBA more efficient.
- The problems observed (offences and infractions) by the managing community can be resolved if the *Dina* (agreement) is correctly applied ;
- Given that the management software for exportations of forest products facilitates and reduces work concerning processing exportation, it would be useful if made available to the decentralized services (DIREEF, CIREEF). This justifies the need to equip the DIREEFs and CIREEFs with a computer ;
- It is important that each CIREEF have a zoning work plan for the following year. Training of field agents is necessary for them to comprehend the problems that slow down zoning ;
- The effective involvement of all the technical services (central and decentralized) is required for information management ;

- Given the short duration of training courses, monitoring and supervision of all training has not been fully executed ;
- The CIREEFs should have the proper equipment to improve their information systems ;
- The permanent assistance of a GIS technician should be available to the DIREEF in Fianarantsoa.
- The manual for preparation of permits to be granted by adjudication should be distributed to all forest agents ;
- A procedures manual describing individual responsibilities and procedures should also be elaborated, validated and distributed to contribute to the efficiency and the transparency of permit management ;
- A series of training courses should be organized to vulgarize this new system of granting permits ;
- The activities of forest control and delimitation of exploitation plots should be duplicated and should be ensured on a permanent basis. To do this the forest agents should have the necessary human and material means ;
- The implementation of platforms of discussion between the Mining and Forestry sectors is an acquired operation in Fianarantsoa. During the workshop, the actors were observed to be mobilized, and the participants showed a desire to start a conciliation process given the Mining – Forests problem;
- The lack of financial resources was frequently cited as a drawback that prevents the platforms from achieving their objectives ;
- Access to information and information sharing are part of the problem of people working in the environment in general and in the area of Mining – Forests in particular, especially on the regional level ;
- Holding various regional workshops prior to the national workshop will help to enrich the themes of reflection during these workshops. Similarly, the present context of regionalization makes this approach more appropriate ;
- To continue the dynamism acquired during the workshop, it would be helpful to make available to the ad hoc committees (regional) sufficient financial resources in relation to their elaborated plan of action. Seeking funding from donors other than USAID is recommended ; .
- Setting up training and communication programs (with possible provincial specificities) is useful to obtain better management of the section that strengthens capacities, information and communication and to promote synergy of action between the various donors or projects / programs ;
- Organize other workshops in other regions and take into consideration the teachings drawn from the process of management of mining, environment and water resources ;
- The Mining – Forest Commission at the central level is invited to periodically share available information (maps, statistics, minutes of meetings) with the provincial ad hoc committees ;
- Following the regional workshops the study to harmonize texts for the two sectors should be launched ;
- Due to the banks being late in processing requests for funding, it has been observed that the operators often withdraw their dossiers since the release dates do not always correspond with their request ;
- Sometimes, hotel investments that are considered to be high risk (which is the case of Camp Catta given its geographical situation), are oddly attractive. The development of a clientele depends on the dynamism of the operator and on his marketing ;
- Cooperation with public administration, although they are the initiators, should always include motivation (transportation, per diem), otherwise their lack of financial and organizational means could be a drawback to the implementation of activities ;
- Making the basic structures responsible and sustainable depends on the technical monitoring and the strengthening capacity of the communities that manage the natural resources ;
- The conscientiousness of populations that live near the forest evolves with time after transfer and with the maturity of the COBA. After the various training sessions, the COBA became more responsible and are now capable of ensuring implementation of the development plan. Pressures on the resources, particularly tavy and illegal exploitations, have been reduced by eighty percent in the Program's ZSI. Access to resources has been controlled, some villages or neighboring populations of the COBA are presently interested in transfer in order to defend their land. Motivation of the COBA could be interesting if the majority of the neighboring population receives technical support for agricultural intensification and adopts tavy alternatives. Economic enhancement of forest products should not be neglected, such as bamboo processing.

Resources managed by the community provide economic benefits for the community standard of living ;

- With experience and given the economic context, it is necessary to use the approach sector much more so that farmers can become professional. The different opportunities provided by the various revenue generating activities should constantly be seized, and spread over time since this practice is integrated in the crop calendar and anchored in their way of life ;
- The vulgarization and spread of techniques is a very slow process, and in order to accelerate production and sales, it is best to target some volunteer farmers, who are open, dynamic, receptive and trusting., These people could be an integrant part of the cooperatives. Such an approach can be worthwhile since production can benefit from good prices both on the national or international level ;
- Processing or conservation of agricultural products, in such a manner that the farmers can sell their produce when they wish to and at a good price. This is the case with processing and packaging of vanilla pods, or processing of coffee beans in Tolongoina by « Corridor Coffee and Spices ».
- Seed varieties that sell at the best price. This case is more worthwhile for the potato. The SPONTA variety, among others, is commercialized in Mauritius at the best price. For Fianarantosa, more particularly, the farmers can benefit from and enhance the infrastructures such as the FCE railway line and the port of Manakara ;
- Making communication available and broadcasting different information concerning agricultural techniques, commercialization of products, to the various farmers' organizations and associations. Thus the priority for installation of Radio Corridor, setting up the BLU in intervention sites and wherever possible, exploitation of websites to facilitate commercialization and different exchanges of all types.

### **1.2.3 Institutional Development**

- Given the number of PTA elaborated in comparison to the total numbers of KH (149/373 KH) i.e., 39.94 %, through the CODE ( Development Commission), the FKH should determine an implementation strategy for better coordination of the Cooperative and FKH activities This should be done not only for supplies, but also in search of commercial partners and the organization of sales of KH products ;.
- In their support role, the PA should continue to strengthen the analysis capacity and make an assessment of the KH activities before establishing new PTA. The coordination of PA / PV activities is to be improved and strengthened ;.
- In this their first exercise, and in relation to the assessment of the PTA, organizations experience difficulties, particularly with financial analysis. Putting FKH into relation with other entities is a necessity, for them to become true partners of development. The FKH and Cooperatives, after the first exchange visit and analysis of the results (by the Haona Soa association) could find a better strategy for planning and organizing activities in 2005.

## 2. Toamasina Region

### 2.1 Analysis of Toamasina PTE performance

#### Module I: Biodiversity Conservation

Integrating biodiversity conservation into conceptual planning and implementation of activities at the local, regional and provincial level is essential to protection of the Andasibe-Zahamena forest corridor.

- **Result 2.1.1 The Eco-Regional Vision**

The eco-regional planning activities begun under LDI were continued and expanded under PTE in existing strategic zones of intervention. All interventions were designed to reinforce the capacity of local (i.e. Koloharena farmer association and development committees) and civil society (elected and appointed officials) in making well-informed conservation and development decisions for the province of Toamasina. Financial assistance was provided to regional development committees (CRDs) for planning workshops and for the establishment of regional development plans. Protocols of agreement were signed to provide further technical and financial assistance to the provincial planning platform to synthesize the regional plans and to develop a provincial-level planning document (the first of its kind in Madagascar). This document was presented to and approved by the national government. The PTE project also invested considerable time in working with other conservation and development organizations, as well as provincial technical agents, to study the extent of the *Panama* banana virus problem in the province and to design a technical response.

Considerable effort was also directed towards ensuring a beneficial overlap with the new ERI program. To this end, the PTE team organized, in conjunction with Conservation International and USAID, a workshop to launch the USAID Eco-Regional Alliance, which brought together all the USAID funded projects working in the province. This workshop allowed all partners to define a common eco-regional vision, roles and responsibilities, and how best to integrate their efforts into the *Faritany's* Provincial Development Plan. To advance beyond mere provincial level planning, the PTE team organized a workshop with the main development and conservation actors in the Mongoro region (SAF/FJKM, ADRA, CI, ANGAP) and defined (in concrete terms) areas of collaboration for the upcoming year. The team also organized four workshops (in Ambatondrazaka, Beforona, Vatomandry and Fenerive-Est) to discuss with the newly nominated *Chef de Region*, Koloharena cooperatives, and local authorities how best to scale up the Koloharena organizational structure and to increase the number of farmers that have access to techniques that provide alternatives to slash and burn agriculture. A communal plan of action was drafted at the end of each workshop and this document will provide the basis for developing future Regional Development Plans.

To truly render an eco-regional vision functional, provincial level stakeholders must be capable of collecting and critically analyzing data as a tool to making improved conservation and economic growth decisions for the province. As the eco-regional planning mechanism gradually became more important, resulting from cooperation between PTE Toamasina and the *Faritany*, more emphasis was placed on solid data collection and analysis. To help the *Faritany* in their efforts to collect, analyze, and make public provincial level data, PTE Toamasina supplied six CRDs plus the *Faritany* with computers, and trained eighteen eco-regional planning technicians in project evaluation and management. These eighteen technicians will be responsible for helping the three newly created regions (Alaotra-Mangoro, Anstinanana and Analanjirofo) to make informed decisions in the development of the regional plans.

- **Result 2.1.2 Promotion of Alternatives to Tavy**

Promotion of alternatives to tavy under PTE involved many diverse activities, all of which were implemented as a way to reinforce existing accomplishments under LDI. The main thrust of PTE Toamasina's efforts revolved around helping the Koloharena improve their technical and extension capacity by fostering viable linkages with public and private sector provincial-level stakeholders. The main "alternatives to tavy" operating arm of the Koloharena (the farmer-to-farmer information dissemination system and farmer-centered research) was greatly improved during PTE. To this end, staff invested considerable effort in strengthening the functionality of the PV and PA and the CDAs located in the province, as well as improving access and reimbursement rates of micro-credit dispersed to the Koloharena associations. To insure that KH associations were able to reimburse their credit and support their respective PVs and PA, the PTE Toamasina staff also worked with Koloharena cooperatives to improve their marketing/commercialization activities.

With all the training and refresher courses carried out during PTE, the capacity of the Koloharena cooperatives and PV/PA clearly improved. However, monitoring and evaluation activities were slightly handicapped for two main reasons: the volume of work assigned to the reduced number of PTE agents (many assumed and carried out the work of several positions) and the lack of motivation of the supervising farmers. Difficulties were also encountered in the transmission of data and the development of reports. Remedial solutions were adopted such as: selection, training and installation of Koloharena supervisors, strengthening of Koloharena employment capacities through service protocols and contracts and an increase in the number of personnel under short-term employment with Koloharena cooperatives.

- **Result 2.1.3 Promotion of Environmental Education and Communication Activities**

To promote large scale communication of environmental messages and properly assure an efficient and seamless transition to the new Eco-Regional Initiatives (ERI) follow-up project, PTE Toamasina staff invested much effort in consolidating and reinforcing anti-tavy initiatives such as: tavy root cause and alternatives analysis, support to Green Communes, forest fire control and anti-tavy brigades. These activities were all carried out with an eye to increasing awareness of local authorities and provincial level stakeholders, as well as community participation.

The reduction of fires in zones where there are Koloharena and COBA and the increase of interventions focused on the promotion of environmentally sound activities such as fruit tree (litchi) planting, beekeeping and fish culture are all measurements of success. Various activities were also organized at the COBA level, with the aim of strengthening planning, organizational and management skills (i.e. training to implement COBA resource use and development plans). Other trainings were also conducted to improve group dynamics and consensus building skills, to improve agricultural intensification activities. Exchange visits to Ambohimahamasina – Fianarantsoa and Anja–Ambalavao were also organized. Promotion of deserving Green Communes has become a very serious process; the Malagasy Government has officially recognized eight communes under PTE supervision. Of these eight communes, two (Ambohitsilaozana and Andromba) received financial awards from the government for their accomplishments, and six received in-kind prizes. However, it must be noted that two other communes were sanctioned for poor results.

- **Result 2.1.4 Improvement of Protected Area Management through the Development of Public-Private Sector Partnerships**

Although PTE Toamasina was not the lead in this area of activities (PACT was the primary entity responsible for activities under this results area), the staff contributed effectively by promoting public-private linkages. Such linkages include the Pangalane Canal eco-tourism study that was undertaken and co-financed at the request of tour operators from Toamasina, funding the proposal that was developed in collaboration with Homeopharma for the Ambila Eco-lodge, and

the inclusion of the Analamazoatra/Mantadia park complex tourist circuit in the national eco-tourism guide that is currently being developed.

- **Result 2.1.5 Promotion of Sustainable Natural Resource Use**

PTE efforts to promote sustainable natural resource use were once again oriented around helping the Koloharena cooperatives make more informed natural resource use decisions through improved access to information, commercial relations and links to private sector processors and buyers. These activities were greatly appreciated by Koloharena and the private sector alike and judged to be extremely successful. The ginger contract with Biosave, litchi contract with Faly export, and the Koloharena trip to Turin, Italy to market their SRI-produced red rice all give evidence that the Koloharena cooperatives are beginning to see the value of making rational decisions about how to use their natural resources in a sustainable manner. With the increasing importance of potential linkages to international markets especially for litchis and red rice, the Koloharena Confederation has also taken an interest in getting market and technical information out to other Koloharena cooperatives and federations throughout the country. Recently, representatives from the Hanitriala Koloharena cooperative met with Koloharena confederation representatives in Antananarivo to promote the expansion of SRI produced red rice, so as to meet the international demand generated from the Slow Food “Salone del Gusto” trip they undertook in October. Linking market demand to environmentally sound agricultural techniques such as SRI and upland perennial cash crop production and conservation activities such as re-forestation and agro-forestry techniques is the only way we can insure large-scale adoption of sustainable natural resource use.

## **Module II : Forest Management**

- **Result 2.2.1 Improvement of Forest Service Information System Management to Promote Improved Eco-Regional Planning and Governance**

As hypothesized at the beginning of PTE, the forestry service in Toamasina was very capable and willing to undertake forest control and data analysis actions (that they would be doing on their own but for want of the technical know-how and financial means). *Faritany* and PTE forest control expectations were easily met following very specific assistance that was provided to the forestry service. During the first semester, this meant helping to strengthen the capacity of field agents and forestry service employees. These strengthening actions were based on intensive support to technical training and supervision. Technical training focused on reinforcing local “know how” using improved spatial data collection and management techniques (i.e. the collection of spatial data using GPS, updated database generation, processing of forest fire data and map creation using ARC/INFO). With the help of USFS, twenty forestry service technicians benefited from training on proper procedures for technical control of exploitation lots. To help on the supervision front, PTE Toamasina provided a limited amount of financial assistance in the form of per diem for field agents and the purchase of GPS units, which allowed them to get out into the field and do their job properly. This action, despite goodwill on everyone’s behalf, was not always as effective as one would have liked. For example, the climate was unfavorable for travel to distant areas of the forest corridor to carry out technical controls, and the limited time made available to achieve these controls resulted in rushed activities in some cases. Nonetheless, it is important to acknowledge that the cooperating CIREEFs were more than willing, and very capable, in performing their duties when given the needed technical training and financial means.

- **Result 2.2.2 Improvement of Forest Service Capacity to Transparently Manage the Permitting Process**

The end of the first semester resulted in the signing of a protocol agreement between four CIREEFs (Ambatondrazaka, Moramanga, Tamatave and Fenerive Est) and PTE to contribute to an improved information system for forestry management administration information. This protocol was developed to show how improved forest use planning and a transparent permitting



process can and should fit into the larger eco-regional planning process, to implement good governance at the forest resources management level.

- **Result 2.2.3 Improvement of sustainable management of forest and mining resources**

In order to reinforce these types of activities and clarify roles and responsibilities, PTE Toamasina worked with the Mine and Forest commission to burn to CD-ROM, duplicate and make available to stakeholders all the governmental texts and regulations concerning forests and mines, and clarify the roles and responsibilities of the local authorities (communes and town halls – *Vaomieran' ny Ala*) in forest control and conservation through the publication of awareness raising brochures that were conceived in collaboration with the Ministry of the Environment and Water and Forests. These activities were judged to be very useful, evidenced by the continual importance of similar awareness raising activities that the local authorities are seeking funding for in the new regional development plans.

- **Result 2.2.4 Increase Plantation Production to Reduce Pressure on the Forest Corridor**

Although PTE Toamasina was not initially tasked to work in this area, staff responded to a request, on behalf of the Ministry of the Environment and Water and Forests, to help the Malagasy government decide what to do about the Fanalamanga pine plantation located just west of Moramanga. Even though there was no money budgeted for this activity, PTE staff working with USAID, were able to secure funding for a USFS mission to visit the Fanalamanga plantation and conduct, in collaboration with Fanalamanga personnel, an analysis of current management and marketing capabilities. Based on this initial analysis, the USFS mission submitted to the Malagasy government a report outlining several options for improving management of the plantation and marketing of products. The report has made its way through the Malagasy bureaucracy to the Presidency, and is currently awaiting a decision on which option to implement. Once this occurs, a second USFS mission will help Fanalamanga staff and Ministry personnel design an appropriate business plan for the plantation and direct them to potential foreign investors.

### **Module III: Institutional Development**

The ultimate objective of institutional development is to help local communities develop a model of community life that combines optimal exploitation of resources (natural, financial and human) to promote economic growth and protection of the environment. To promote this type of a model PTE Toamasina concentrated on capacity building efforts at many different levels that were designed to reinforce responsible decision-making and self-sufficiency.

- **Result 2.3.1 Improvement of Performance in Individuals and Institutions Responsible for Environmental Management**

The PTE Antananarivo staff and PACT undertook activities that fall under this heading, consequently PTE Toamasina has nothing to report here.

- **Result 2.3.2 Improvement of Rural Associations**

The Koloharena farmer associations are the foundation on which the entire Koloharena farmer organizational movement is built and they provide a vehicle for implementing eco-regional development and conservation planning of objectives at the local level. During the present extension period, PTE Toamasina staff worked to solidify the existing associational structures and increase their number. These activities were extremely successful as 83 new associations were formed and trained in organizational skills, bringing the total number of Koloharena associations in Toamasina to 421. This extension of the Koloharena movement involved all the former strategic zones of intervention in order to better consolidate Koloharena dynamics and promote local diffusion of alternatives to tavy.

- **Result 2.3.3 Organizational Structure of Koloharena Federations and Cooperative Improved**

As the next highest organizational structure after the Koloharena associations, the Koloharena cooperatives represent significant numbers of farmers at the provincial level and certainly are beginning to find their voice in eco-regional planning activities. The quality of organizational skills and services provided by Koloharena cooperatives is an important tool in marketing the Koloharena concept throughout the province, and more importantly scaling-up grassroots interventions that promote sustainable economic growth and biodiversity conservation. To help Koloharena cooperatives better understand the importance of good organization and quality service provisioning, PTE Toamasina staff began the transition period by undertaking a participatory evaluation of each cooperative. This was followed up by “best practice” hands-on training sessions designed to respond to each individual cooperative’s organizational strengths and weakness. Koloharena cooperatives benefited from and greatly appreciated training courses on organizational and commercial skills, production techniques and management of processing and input supply centers. These trainings were complemented with inter and intra-regional exchange visits between Koloharena and non-Koloharena cooperatives, private sector agricultural processors, and participation at the Slow Food sponsored *Terre Madre* event in Turin, Italy. PTE Toamasina staff also responded to Koloharena cooperative desires to improve the efficiency of their internal administrative and executive bodies by participating in the recruitment of key cooperative personnel with the required skills to improve efficient operation of the cooperatives.

## **2.2 PACT interventions**

### **2.2.1 Biodiversity Conservation**

These activities were carried out in close collaboration with the PTE Toamasina regional team. The main aim was to strengthen the regional capacity for dialogue. In the Toamasina province the situation was quite complex with the existence of six dialogue platforms around the Zahamena-Mantadia corridor. Given this complexity, the Pact / PTE aid focused on the Mangoro CRD.

The objective of interventions in the Mangoro region was to support the process of developing the Regional Development Plan (PRD) and to ensure integration of environmental issues (the corridor) into this plan. The Mangoro region developed and submitted the first draft of the PRD in January 2004. The MIRAY program helped with development of this first document, and PTE continued this assistance. With the aim of improving the contents of the first draft of the PRD, Pact / PTE helped the CRD develop a regional spatial database on various themes. A cartographic database for the Mangoro region is available at Pact. This is because no adequate infrastructure exists at CRD to stock this type of data (computer equipment, storeroom, etc.).

The publication and distribution of the PRD to all the regional partners was also funded. An exchange visit was organized between the partners in the Toamasina province and that of Fianarantsoa.

### **2.2.2 Forest Management**

#### ***Assistance with Implementation of the Regional Zoning Process***

After national zoning, the DGEF (with the DIREEF and the CIREEF) is now extending the exercise to the regional level. The object of this initiative is to include the opinion of the village communities and the regions. Pact’s intervention was oriented towards help with the various zoning workshops in the circumscriptions of the Water and Forests.

## ***Strengthening of DIREEF and CIREEF Capacities in the Collection, Management and Processing of Data / Forestry Information***

Several training courses were organized to strengthen the capacities of the CIREEF agents in the Toamasina province in information management. Thus, eight agents from the CIREEFs of Ambatondrazaka, Moramanga, Fenerive Est, and Toamasina were trained in the Database Management System and the Geographical Information System. This training was also provided for USIFC agents and CIREEF agents in the Toamasina province. The aim was to strengthen the capacity of agents to regularly update the databases.

During this period, the PTE team at SIGE also made a field trip to Moramanga to ensure the monitoring, control and adjustment of the DYNATEC contract . This mission was carried out with the MEM, the Moramanga CIREEF, the MinEnvEF, ANGAP and ONE. The project for mining exploitation at Ambatovy / Moramanga is one of the biggest mining investments in Madagascar, and discussions were held with USAID for the installation of a Global Development Alliance (GDA) program.

- **Development of the Strategy for Management of the Transitional Period in Forest Exploitations and Implementation of the New System for Allocating Permits**

Forestry agents from Fianarantsoa (DGEF, CIREEF, CANFORETS) participated in the training sessions organized by the USFS at Beforona, Moramanga, and Antananarivo and which covered: Procedures of Forest Inventories and Estimation of Costs for Forest Exploitation Permits, Preparation of the Forest Development Plan, and the Adjudication Procedures.

The activities carried out by PTE and USFS during this period aimed to set up bases for a new more transparent system to allocate permits. With the help of USFS, a manual is being elaborated about the preparation of permits granted by adjudication.

- ***Human Capacity Building– Resources of Two Sectors at the Central and Regional Level***

PTE helped hold workshops to “strengthen the work synergy between the forest and mining sectors” in the provinces of Toamasina and Fianarantsoa. These workshops were initiated at the request of the regional actors, taking into account the present context. Updating knowledge and understanding of current forestry and mining legislation, and the implementation of an exchange platform in the province were among achieved results.

The main common points raised during this workshop were :

- Setting up and / or formalizing the Mining – Forests Committee in each province. This committee will be the liaison with the CIMF Commission on a regional level.
- Identification of the main problems.
- Development of action plans by the Committee, and which will be communicated and distributed to the various partners and donors, particularly USAID.

## **2.3 Quantitative Analyses**

### **2.3.1 Biodiversity Conservation**

The Biodiversity Conservation module was the primary focus of PTE Toamasina during the last ten months. The team focused primarily on reinforcing the on-going eco-regional planning process that was started under LDI. They also worked to ensure that the Koloharena cooperatives in the region have the tools and the skills necessary to voice their opinions on the eco-regional vision and what they need in terms of financial and/or technical assistance to realize the vision. Specific accomplishments are as follows for the Toamasina province:

- Organized an exchange visit between the CMP members of the eco-regional planning platform in Fianarantsoa and the eco-regional platform in Toamasina;
- Assisted the Comité Régional de Développement in collecting and synthesizing field data from CRDs surrounding the Mantadia-Zahamena forest corridor; centrally located the data with the *Faritany* in Toamasina;
- Helped develop six *Plans Régionaux de Développement* with the six CRDs surrounding the forest corridor;
- Started the process to create three *Plans de Développement Régional* (for the recently determined three new regions in the province of Toamasina) that will bring together the information from the six previously finalized *Plans Regionaux de Développement*;
- Provided six computers and printers for the six CRDs with whom PTE worked to synthesize field data and develop plans;
- Trained eighteen eco-regional planning technicians that the Faritany has seconded to the CRDs and new regions to help in planning and managing the eco-regional vision for Toamasina;
- Assisted the *Faritany* in developing their *Plan Provincial de Développement* and purchased computers and binding equipment for the *Faritany*;
- Worked with the *Faritany* to create the Eco-regional Platform for planning for the region of Toamasina;
- Assisted in the organization of the USAID Eco-Alliance workshop in Toamasina;
- Assisted with the development of CAPE Toamasina;
- Assisted the Satrana farmer organization in opening organic sugar markets in either Italy or Mauritius;
- Promoted improved packaging techniques for paddy rice;
- Facilitated outside funding for five cooperatives and a COBA from IPTE, Fondation Tany Meva for up to 175 million FMG for a reforestation project that will cover an area of nearly 220 ha with 320,000 eucalyptus and pine;
- Assisted in the creation of the FCPA fund for agricultural commodity commercialization;
- Assisted Koloharena cooperatives in applying for and securing three new Peace Corps Volunteers that will help them with day-to-day management issues;
- Assisted seven COBAs in developing their PTAs and CPEs;
- Trained five PV/PA who are working exclusively with five COBAs in the Lac Alaotra area to implement their PTAs;
- Identified five promising commodity chains linked to the marshes for the five COBAs in Lac Alaotra;
- Assisted the COBA of Andasibe to select and develop their eco-tourism economic potential;
- Provided technical training on creation of management plans, forestry legislation and COBA management dynamics for seven PV/PA that were seconded to the COBAs;
- Organized an exchange visit between COBAs in Toamasina and Fianarantsoa;
- Assisted Forestry service personnel in undertaking a socio-economic study to help establish a simplified management plan for each COBA, and helped the COBA develop their simplified management plans;
- Helped the COBA and Forestry service personnel elaborate and finalize contractual agreements for NR management, and designed a simplified monitoring and evaluation mechanism to follow these contracts;
- Provide fourteen technical training sessions for forty-three new Koloharena *Paysan Vulgarisateur* (PV);
- Provided twenty-two training sessions for the fourteen Koloharena cooperative PV/PA supervisors;
- Provided five refresher technical training sessions for 211 *Paysan Vulgariseurs*;
- Provided five technical training sessions for the sixty *Paysan Vulgariseurs*;
- Assisted all Koloharena cooperatives in putting into place their farmer-to-farmer knowledge sharing system;

- Conceived with the Koloharena and PV/PA supervisors a simplified system of monitoring and evaluation of the farmer-to-farmer knowledge sharing system, and affected individual cooperative workshops (fourteen total) to evaluate their farmer-to-farmer approach. Initial results showed that seventy-five percent of the PV/PA are functional and being supported one-hundred percent by their cooperatives;
- Organized the official recognition ceremony for the new Koloharena *Paysan Vulgaristeurs* and *Paysan Animateurs* in the province;
- Provided two training sessions for Koloharena PA on micro-credit management systems and one training session for Koloharena cooperative members, PAs and agricultural input supply managers on improved management and accounting systems;
- Worked with Koloharena cooperative members to improve micro-credit reimbursement rates (effective reimbursement rate = 83%);
- Worked with the Koloharena cooperatives in Beforona and Ilaka Est to elaborate and validate a five-year business plans for each of their respective *Centre de Diffusion pour l'Intensification Agricole* (CDIA) emphasizing how they will support the farmer-to-farmer knowledge sharing system;
- Assisted various Koloharena cooperatives in negotiating commercial contracts (ginger, red rice, litchi, tomatoes and potatoes);
- Assisted rice producing cooperatives to access markets through the FCPA and achieved one-hundred percent reimbursement of loans made to rice millers;
- Assisted rice millers and Koloharena cooperatives in developing and finalizing a commercial convention that will provide the organizational and commercial framework on which future contractual agreements can be established;
- Assisted the provincial government in drafting and eventually finalizing a provincial decree outlawing forest fires;
- Assisted two Koloharena cooperatives in establishing nurseries for litchi and orange trees and producing ginger seed for the upcoming season;
- Provided assistance (financial and logistic) to the CIREEF to effect forest control patrols in areas that were reported to have illegal forest exploitation activities going on;
- Effectuated a qualitative study in the Anosibe an'ala area of the forest corridor to examine the impact of the governmental program to fight against slash-and-burn agriculture, organized a workshop in Foulepointe to better understand slash-and-burn dynamics within the province and helped the government design their upcoming anti- slash and burn media campaign;
- Provided four CIREEFs with media materials (posters, pamphlets, etc.) for the anti-tavy media campaign;
- Assisted the commune of Vavatenina-Maromitety in organizing their Vaomieran'ny ala (VNA) fire control brigade;
- Assisted one commune in being certified "Green" (Maromitety) and assisted the Malagasy government in the evaluation of existing "Green" communes around Lac Alaotra;
- Helped Koloharena establish at least two nurseries per strategic zone of intervention and provided them with material such as shovels, rakes and watering cans;
- Helped in the elaboration of the National Ecotourism/Tourism guidelines document and assured that the Andasibe-Mantadia national park complex tourist circuits were included in marketing priorities;
- Effectuated an ecotourism feasibility study for the Panagalane Canal in the Toamasina province with the assistance of EDENA and tourism operators in Toamasina;
- Assisted Homeopharma in developing a business plan, architectural design and investment capital request for the Ambila Ecologne project;
- Assisted four conservation enterprises in becoming members of PRONABIO;
- Assisted two conservation enterprises in getting ECOCERT organic certification for their products;
- Assisted nine Koloharena cooperatives in establishing commercial linkages with conservation enterprises and helped seven cooperatives acquire processing equipment to increase their ability to capture added value at the farm-gate level;
- Helped Koloharena cooperatives establish ten commercial contracts for future production;

- Helped promote two new products from the province (organic sugar and honey) and helped Koloharena cooperatives revitalize production of three commodities that had declined in recent years (ginger, litchi and potatoes). This was done by linking cooperatives with processors through commercial contracts;
- Facilitated commercial contact for seven Koloharena cooperatives with the C.B.C. Mauritius and helped four cooperatives participate in the FIER Mada where they marketed their produce at the national level

### **2.3.2 Forest Management**

Although the Biodiversity Conservation Module was PTE Toamasina's main priority, considerable attention was also paid to the Forest Management module. In regards to PTE Toamasina – CIREEF cooperation in general, overall forest management results were very satisfactory for the *Faritany* of Toamasina. The collection of forest taxes rose from sixty percent in 2003, to eighty percent in 2004. CIREEFs in Tamatave and Fenerive Est were able to determine potential forestry plots to be submitted for the next adjudication (new procedure for granting exploitation permits), and several technical forest controls were carried out (control visits to depots, road patrols set up and unscheduled visits made to illegal logging sites identified by local communities and/or unsatisfactory forest exploitation lots). Specific results for the Toamasina province are as follows:

- Thirty forestry agents were trained in the management of spatial information and the System of Database Management (SGBD), collection of spatial data and processing of fire data. These training courses were provided in order to optimize the use of new technologies and information systems and to promote better analysis while improving the system for control of bushfires.
- Assisted forestry service personnel in putting into place four forest use and fire control data bases for the CIREEFs of Ambatondrazaka, Moramanga, Tamatave II and Fenerive);
- Helped forestry service personnel produce two CIREEF level forest exploitation maps (Ambatondrazaka and Moramanga);
- Helped the forestry service conceive and produce a forest control brochure and assisted them in distributing it to seventy-two communes within the Toamasina province;
- Provide financial and logistical support to forestry service field technicians to enable them to effectively do their job, resulting in seven technical evaluations of on-going forest exploitation permits and twenty-two technical evaluations of forest product depots along the RN2;
- Worked with the USFS and Malagasy forest service personnel to delineate two new lots to submit to the adjudication process;
- Organized a provincial level workshop to improve mine and forest service personnel comprehension of existing legislation governing the forestry and mining sectors and to help clearly define the roles and responsibilities of each ministry in hopes of reducing future conflict;
- Facilitated the USFS Fanalamanga pine plantation technical and commercial evaluation study, and resulting privatization scenario recommendations for the government;

### **2.3.3 Institutional Development**

Of course, the foundation of every local level intervention, be it biodiversity conservation, forest management, eco-regional planning, or agricultural intensification, must begin with human resource and institutional development. PTE Toamasina invested considerable effort in preparing the Koloharena associations and cooperatives for PE III. It is important to note that Koloharena cooperatives that have existed for several years are much further along in the development process. They have better organizational, accounting, commercial, and business negotiation skills than those cooperative that have just recently been created. Consequently, there is still much

work to do in this area if we are going to ensure the long-term existence of these cooperatives and their role in protecting the forest corridor. The list that follows highlights specific results from the Toamasina province:

- Helped organize fourteen Koloharena cooperative general assemblies to discuss and jointly evaluate cooperative management capacity and to define further organizational training needs;
- Helped organize thirteen workshops for Koloharena cooperatives and their respective PV/PA to evaluate and offer suggestions on how to improve the farmer-to-farmer knowledge sharing system;
- Assisted the PV/PA from each cooperative to develop and implement their respective follow-on training programs destined to provide technical information to their fellow Koloharena cooperative members;
- Signed thirteen contracts with the Koloharena cooperatives to define how the PTE project would participate in supporting the farmer-to-farmer knowledge sharing system;
- Helped twelve out of fourteen cooperatives to attend the Special General Assembly of the Koloharena Confederation in Antananarivo to evaluate and better define technical and commercial relationships between the cooperatives and confederation;
- Helped each Koloharena cooperative in the Province of Toamasina to develop their annual work plan and budget;
- Assisted select cooperatives in leveraging funding for their projects (two MOUs signed with Tany Meva and four with the IPPTE);
- Elaborated with Koloharena cooperatives a guideline for cooperative management
- Trained elected officials and accounting personnel from each cooperative in improved yet simplified accounting and management procedures,
- Trained fifty-two new *Paysans Vulgarisateurs* (PV) and twenty-seven new *Paysans Animateurs* (PA), which were official, recognized by the Malagasy Government at the CDIA in Beforona. Joining the ranks of existing PV and PA these new Koloharena farmer-to-farmer extension specialists brings the overall number of PV and PA to 245 for the province of Toamasina;
- Helped fourteen Koloharena cooperatives develop their commercialization calendars to improve their marketing skills;
- Defined organic production standards with the Koloharena cooperatives for carrots, onions and potatoes, and included them in the Natiara label certification process;
- Helped Koloharena cooperatives in the province establish commercial contracts with supermarkets in Antananarivo (Shopleft, Cora and Leaderprice) for the commercialization of carrots, onions, tomatoes, watermelon and potatoes;
- Provided management and operational technical training to each of the cooperatives that have post harvest processing equipment, and produced procedural guidelines for each activity;
- Organized an exchange visit for each of the fourteen Koloharena cooperatives to visit the CDIA in Ilaka Est and exchange ideas on how they will interact with the new projects under PE III;
- Organized an exchange visit for Koloharena cooperatives from Moramanga to visit a non-Koloharena farmer processing and commercialization cooperative in Tsiroanomandidy;
- Helped Koloharena cooperatives achieve a 13.8 % increase in sales of agricultural inputs through their Agricultural Input Supply Centers.

## **2.4 Lessons learned and recommendations**

### **2.4.1 Biodiversity Conservation**

Three lessons can be learned from these PTE experiences in biodiversity :

- A program will have more impact on a region if the action undertaken embraces the eco-regional vision of the said region. Therefore the planning phase should not dismiss existing planning structures, but rather favor synergy through a well-studied participatory approach.
- Promotion and improvement of the integrated production and commercialization mechanism are essential for the sustainable development of a region and the conservation of biodiversity. However, aid to targeted Koloharena, the beneficiaries, should not create an attitude of dependence vis-à-vis the program. A change in attitude towards the importance of contracts is a necessity. Commitments and responsibilities of both contracting parties, Koloharena and private operators, should be clearly defined and upheld. The program's role should be limited to enabling this free discussion by creating a meeting platform between the two parties.
- The private sector approach is efficient and promising. However, action and investments that enable large-scale impact such as rehabilitation of the hydro-agricultural systems and of roads should not be neglected. Through the latter, future interventions of this type must be expanded, and include interested and dynamic communities to insure that investments are properly maintained and effectively linked to complimentary environmental protection and poverty reduction activities

#### **2.4.2 Forest Management**

- In spite of the handicaps mentioned that have impeded results, as the first managers of Malagasy forests, the forestry service exhibited significant determination. Additionally, the new policy of the Malagasy Government aspires to improve conservation.
- The most inaccessible places that border the corridor must be visited in order to spread the range of action and to better protect the corridor against abuse and over exploitation.
- CIREEF personnel should have more time and means available to perpetuate actions undertaken, since the results achieved in only two months are very significant.
- Future projects should use a participatory approach.
- Synergy between beneficiaries and donors must be fostered.
- Slow and inefficient administration continues to plague state services. This phenomenon is aggravated by lack of material means and funding. It would therefore be helpful to remove some heavy bureaucratic procedures and to provide public services with new equipment.
- Management software for forest exports greatly facilitates and reduces the work involved in processing such exports. It would therefore be helpful to make this software available to the decentralized services (DIREEF, CIREEF).
- It is important that each CIREEF establish a work plan for zoning for the next year. However, training for field agents must first be conducted so that they fully comprehend the problems that hold back zoning.
- A procedures manual detailing processes and individual responsibilities should also be drawn up, validated, and distributed for efficiency and transparency of permit management.
- Activities of forestry control and delimiting exploitation plots should be duplicated and permanently ensured. The forestry agents should have the human and material means to do this.
- The lack of financial resources has been cited very often as a factor that prevents the platforms from achieving their objectives.
- To maintain the dynamism established during the workshops, sufficient financial resources should be made available to the (regional) ad hoc committees, in relation to their elaborated plan of action. It is recommended to seek funding from donors other than USAID.
- It is useful to establish training and communication programs for better management of the section. This will strengthen capacities, information, and communication and will promote synergy among the various donors or projects / programs.
- Organize workshops in other regions and take into consideration the lessons learned during the management of mining resources, of environment and of water.



- The Mines – Forests Commission at the central level is invited to periodically share, with the provincial ad hoc committees, the information available (maps, statistics, minutes of meetings, etc.).
- Launching the study for making the texts of the two sectors coherent (Mining – Forest) should be activated following regional workshops.

### **2.4.3 Institutional Development**

It is not easy to measure the impact of action carried out during this transitional period. However, we can estimate that:

- The people in charge of the cooperatives are feeling an increasing sense of responsibility. At the same time, there is more to do to build their sense of professionalism; they have a tendency to consider themselves as employees.
- Aid to the PV / PA and technical supervision of the cooperatives should be continued since the economic environment dictated by economic liberalization includes parameters that are difficult to control. This is the case with outlet problems, product quality, with negotiation and commercial contracts. The cooperatives still need to be helped with these problems for their financial autonomy.
- Illiteracy of farmers and others of low socio-economic standing limits access to information and consequently impedes their negotiation capacity. The literacy campaign should continue for members of the cooperatives.

## 3 Antananarivo Region

### 3.1 Work Objectives

The Antananarivo PTE Team acts in accordance with the following objectives :

- To aid and assist the Fianarantsoa and Toamasina PTE teams to enable the latter to achieve their respective objectives within an eco regional vision ;
- To strengthen PTE dialogue and coordination with the national PACT bureau for the implementation of forest management activities in the regions of Fianarantsoa and Toamasina, and also the institutional development of the Ministry of Environment, Water and Forests and the Fondation Tany Meva;
- To enhance and spread knowledge and skills acquired during the LDI Program, in particular to maintain and strengthen the mechanisms that were developed as well as the organizational structures (Fund for Commercialization of Agricultural Products, Investment Fund for Environment Friendly Enterprises, the National Confederation of Koloharena) ;
- To maintain good relations with the ministries involved, the national deciders of partner organizations, the private sector, strategic partners ;
- To seek more funding for activities monitored by PTE.

The Antananarivo team is also responsible for coordinating the monitoring and assessment of PTE, to produce and submit PTE contractual documents to USAID.

### 3.2 Analyses of PTE Antananarivo Performance

#### 3.2.1 Biodiversity Conservation

##### Result 2.1.1 – Planning on an Eco Regional Level to Integrate Land Use and Biodiversity

##### Integration of the Transportation Sector into the Eco Regional Vision

###### a) Southern Network

The two transitional units of Antananarivo and Fianarantsoa provide technical and monitoring services. They were set up to facilitate the privatization through the interventions of various donors under the protocol agreement between PTE and VPM/PST in the management of IPTE funds to the PTE Program.

**Coordination of Interventions.** The Surveillance and Control engineers – of whom 1 at the port of Manakara - and 4 at Fianarantsoa are installed along the railway line and at the port. The meetings and sessions for the agents in order to ensure rigorous implementation of the interventions continues to play a vital role in the coordination of the work between the interventions, and to verify that the work continues to meet the transportation capacity was made with FCE. This is to ensure that the material required to drain the ditches, an action funded by the PTE, is carried out during the dry season, with the aim of using resources more efficiently. A realistic plan was established on the basis of the information available, programmed for rehabilitation of the FCE. These figures do not include the normal upkeep of locomotives, nor the investments for the rehabilitation of the FCE come from the usual donors, including USAID, UNDP, EU,

**Concessions (VPM-PST/STP).** Meetings and working sessions were held with the participating parties, managed by the Technical Secretariat. A Call for Tender concerning granting concession of the FCE



final version of the document was submitted to the World Bank with a request for non-objection and then sent to the Privatization Committee for validation. It is planned to launch the Call for Tender September 20, 2004.

## **b) Northern Network**

The collaboration of PTE and Madarail within the framework of « integration of the Transportation sector into the Eco Regional vision » was materialized with the signing of the protocol of agreement between the two parties in April. Damage to railway infrastructures in the Northern Network due to irrational exploitation practices on land above the TCE line (slash and burn cultivation) lead Madarail to want greater involvement of the neighboring populations in the protection of slopes considered to be vulnerable. To perpetuate these protection activities, Koloharena Associations must be set up to undertake stabilization of the hills. Madarail and PTE share the same vision, and agreed to work together for stabilization of the slopes. This agreement concerns 26 critical points identified by Madarail between Km 152 and Km 283.

The protocol defines the systems of collaboration between the two parties. PTE ensures setting up Koloharena associations and the socio organization of the farmers. The technical supervision and the supply of plant materials is ensured by both parties, Madarail funding work and PTE monitoring and supervising consultants and suppliers responsible for stabilization work. Small civil engineering tasks are entrusted to the Koloharena associations in order to involve them in the protection of the slopes.

### **Result 2.1.2 – Strengthening Activities to Promote Tavy Alternatives**

Thanks to close collaboration between PTE and the MinEnvEF, the objectives initially set within the framework of community management of natural resources, have been achieved. Signature of the Protocol of agreement between the MinEnvEF and PTE constitutes a focal point in realization of the activities for the promotion of tavy alternatives and for promotion of Environmental Education.

Strengthening the capacity of the COBA is considered to be necessary in order to enable them to better implement the development plans established for each transferred forest site. For implementation of the Community Management of the Forest or GCF, PTE Antananarivo support focused on the elaboration of management and monitoring tools tailored to needs identified in the annual COBA work plans.

Training support to strengthen COBA capacity have been elaborated, particularly for legislation and socio organization. An internal guide for the COBA supervisory technicians was revised and completed using experience gained during implementation of the GCF. This guide enables technicians and COGE members to monitor the evolution of the management of forestry resources from a socio organizational, economic, technical and environmental plan. Field trips were made to better understand realities in the field and to modify contents of the document. The *Direction de la Valorisation des Ressources Forestières/DGEF* team also contributed to the elaboration of this guide.



*Signature of the Memorandum Of Understanding between PTE and the Ministry of Environment, Waters and Forests*

**Study of Management Transfer on the National Level.** PTE contributed to funding the third phase of the « assessment and perspective of transfer of management in Madagascar » study, carried out by the Resolve – PCP – IRD consortium. This phase consists of establishing a system to monitor – assess management transfer.

**Communication Plan with the MinEnvEF.** The MinEnvEF and PTE technicians together elaborated a communication plan on green communes and tavy alternatives. Two tools were elaborated :

- A green commune poster with the message « green communes, guarantor of development » aiming at a wide audience for the 2004 campaign. This poster was distributed from June 2004.
- A « green communes » guide for local actors who could inform the population about the « green communes » campaign. This guide covers the advantages of being elected « deserving communes », the criteria for selection and the steps to undertake to become a « green commune ».

**Fund for Commercialization of Paddy.** Assistance to the FCP is one of the major activities undertaken at the start of the PTE. Actions carried out involve operations to clear products collected, the reimbursement of funds allocated, and the search for additional funds to extend the zone covered by the FCP to the whole country. Activities also aimed at enlarging the field of action to other agricultural products.

In June 2004, the Government, in collaboration with the commercial banks BNI-CL, BFV-SG and BOA Madagascar and the PTE/USAID Program, set up the Fund for Commercialization of Agricultural Products (*Fonds de Commercialisation des Produits Agricoles*) (FCPA) to replace the FCP. This initiative is part of the public-private-farmer partnership that is one of the privileged forms of Government intervention. The banks agreed to mobilize their own resources to co-finance the purchase, storage and processing operations for agricultural products from eligible sectors.



*Signing ceremony of the Protocol agreement between PTE-FCP and BNI-CL, BFV-SG and BOA Madagascar*

### **Result 2.1.3 – Strengthening and Implementation of Programs to Promote Environmental Education and Communication to Influence Well Targeted Practices**

**Actions to fight tavy.** At the national level, PTE had the task of organizing a workshop that sought to better explain and discuss programs and government policies on the anti-tavy fight. Reflection days on tavy were organized by PTE and DGEF. Representatives from various ministries as well as technical and financial partners of MinEnvEF, participated in these days. An analytical document was prepared, establishing the results of the anti tavy programs carried out during PE II, particularly government action undertaken since 2002. Elements for recommendations have been collected in order to improve future action especially concerning the main domains of PE III. Preparations for these reflection days took time. Various consultations were necessary to involve the members of the task force to fight fires in the whole process and for more synergy.



**Communication section.** The section was updated in collaboration with the MinEnvEF through a protocol of agreement signed April 19, 2004. Technicians from both parties worked together on the communication plan for the green communes and tavy alternatives. Various actions were jointly implemented :

- Elaboration, edition and distribution of the guide « *Torolàlana kaominina maitso* » edited in Malagasy ;
- Updating of posters on the difference between the traditional system and the regional agro ecological system, emphasizing the advantages of tavy alternatives promoted by PTE ;
- Elaboration, edition and distribution of alternative posters with the message « avoid tavy and bush clearing, vote for green communes » ;
- Realization of an advert to launch green communes and the fight against fires with the message, « Green communes, guarantor of development, I eradicate bush and forest fires » ;
- In August 2004, the 2004 – 2005 campaign to fight fire was launched at the national level on radio and television ;
- « Green commune » certificates were presented in the Andromba rural commune, a winning commune in the 2003 – 2004 campaign ;
- The start of the campaign was launched at the same time in the rural commune of Andromba .

#### **Result 2.1.4 – Management of Protected Areas Improved Through Development of Public-Private Partnership**

Eco tourism plays a big role in the economy of Madagascar, but also in the protection of the Malagasy biodiversity, particularly in protected areas. The PTE program is committed to improving the management of eco tourism in and around protected areas through the development of public-private partnerships. To achieve this objective, the following points were identified as inevitable activities:



- Finalize the Master Plan of Tourism and principally the eco tourism chapter ;
- Launch promotion of Eco tourism Investment Zones (*Zones d'Investissement Ecotouristique*) (ZIE) ;
- Facilitate the installation of eco lodge projects in the PTE Program zones of intervention ;
- Create and validate the framework agreement for partnership between ANGAP and the private sector ;
- Propose international infrastructure norms in the priority national parks.

**Finalize the Master Plan of Tourism and Principally the Eco Tourism Chapter.** Eco tourism represents an important part of the tourism sector. PTE assisted the *Ministère de la Culture et du Tourisme* in the elaboration of the Master Plan for Development of the eco tourism sub-sector in Madagascar. A small committee composed of leaders from various entities (ministries, groups of private operators) working in the domain of eco tourism validated the document during a workshop. This document covers legal and political problems related to the installation of eco tourism projects, as well as the development plan of the principal sites, which spread over the next decade. It also determines a global vision to « Make Madagascar the first eco tourism destination in the Indian Ocean » over the next ten years. To achieve this objective, the following actions have been identified and developed as strategic challenges:

- Setting up an internationally-recognized eco certification system ;
- Creation of a framework that encourages investment in eco tourism ;
- Improve the quality of human resources operating in eco tourism ;
- Enhance sites with high eco tourism potential ;
- Maximize the positive effects for rural communities ;
- Promote cultural and handicrafts values ;
- Develop agricultural activities, livestock, fishing and bee keeping ;
- Elaborate a marketing plan.

**Launch the Promotion of Eco Tourism Investment Zones (*Zones d'Investissement Ecotouristique*) (ZIE).** The ZIE were created by the *Ministère du Tourisme* with the technical help of USAID through the LDI Program, with the aim of facilitating the installation of new eco lodges near the National Parks of Montagne d'Ambre, Ankarana and Isalo. These ZIE are now ready and open to new investments. The Isalo ZIE was officially launched through a Call for Tender that has been finalized, and those of Antsiranana await approval of the application decree by all the administrative parties concerned. The PTE Program should activate promotion of these two ZIE, but given the changes in some ministries, several training and working sessions had to be re-organized, such that the dossiers are still inactive .

**Facilitate the Installation of Eco Lodge Projects .** Assistance to private operators for the development of eco lodges was a successful activity of the LDI program, and is something the PTE program continues to support. Two eco lodge projects have been identified : one in Ranomafana and the second in Ambila Lemaitso. Technical and financial studies were made in order to prepare documents for bankable projects. Funding of the Ranomafana eco lodge project was granted by the bank. The Ambila Lemaitso project is a big one located in a sensitive zone. The PTE Program assisted the promoter in his search for a professional partner to undertake the hotel exploitation and in realization of the Environmental Impact Study. The latter is now finished and ready to be submitted to the ONE.

**Create and Validate the Framework Agreement for Partnership between ANGAP and the Private Sector.** The PTE Program helped ANGAP to catalyze their collaboration with the private sector. A draft partnership document was prepared with ANGAP and submitted to private operators. This Framework Agreement for Partnership details the main lines of activities that will be carried out by the two parties concerned and other obligatory actors such as the *Ministère de la Culture et du Tourisme* and the *Ministère de l'Environnement et des Eaux et Forêts*.

**Suggest International Norms for Infrastructures in the Priority National Parks.** PTE is committed to helping ANGAP with the assessment of the eco tourism infrastructures in the priority parks of Andasibe, Ranomafana and Isalo ; and with the suggestion of norms for infrastructures. The results of the study, supervised by an international specialist in ecotourism development, include suggestions for norms in the different types of eco tourism infrastructures in the Protected Areas (tracks, camp sites, signposts and interpretation signs), and recommendations for maintenance and upkeep, taking into account the climatic conditions in these Protected Areas.

#### **Result 2.1.5 - Promotion of the Sustainable use of Natural Resources**

**Assistance to Eco Enterprises .** Fourteen project promoters have contacted the Antananarivo PTE Program for advice, and technical and financial assistance:

- The HALCOB company, for a project to implement exploitation of *Ravintsara* and other essential oils in the Mandraka zone;
- The Tropic Village company, to fund extension of an hotel establishment in Ranomafana;
- AGROMAN, for funding of its essential oils activity in Manakara;
- Mr. Vincent Randriatsiresiarisoa, for updating and re-introduction of his request for funding of the geranium plantation and the production of essential oil at Ambatondrazaka. The procedure for credit release is on course with collection of guarantees, with BNI-CL;

- Technical advice for elaboration of a dossier to request funding for the association Semis Direct de Madagascar of Mr. Chabaud (Ambatondrazaka and Manakara);
- Orientation towards supplementary technical and financial resources for an eco tourism project in the region of Sambirano;
- Technical assistance to prepare a dossier for funding a fisheries project (tilapia) in the region of Moramanga, with the probable co-funding of SONAPAR.
- Technical assistance to prepare a dossier for funding of the AROMA enterprise to fund necessary raw materials for the production of vanilla extract for exportation. AROMA obtained credit from BOA through FIEFE.
- Technical assistance and advice to prepare a dossier to request funding for a bee-keeping project for Mr. Tadahy Victor (Avenir de l'Est SARL) located in Toamasina II.
- Technical advice for the project of Mr. Davidson Jacquot Andrianambinitsoa to produce Ylang-Ylang essential oil in Nosy Be Hellville.
- Technical advice and orientation for the geranium plantation project for extraction of essential oils, Junior Farm, located at Anjozorobe.
- Technical advice to Mr. Ratiarison Richard for his corn plantation project Pannar, in the region of Itasy.
- Technical assistance to prepare the 2<sup>nd</sup> dossier to request funding for the AFABI company located in Fianarantsoa. The dossier has been submitted to BOA and the credit will be granted through FIEFE.
- Technical assistance for a feasibility study for installation of a cardamom plantation in the region of Moramanga.

To summarize, besides facilitating access to funding from banks, PTE concentrated its efforts on technical advice. In majority, FIEFE partners gave their agreement in principle to the extension of the geographical cover of funds and reduction of the rate for refunding loans.

Awareness for the adoption of Quality cultivation continues with the development of the NATIORA label. Along the same lines, the PTE Program, in collaboration with the *Centre de Technique Horticole* in Antananarivo (CTHA), began field tests of new norms established for the potato and the onion.

**Best Business Practices Index.** Materialized with the Business Plan document elaborated by INSCAE. It has been validated by various workshops, which were held in Antananarivo and Fianarantsoa, and during which various representatives from different domains and sectors of the private sector actively participated.

**a. Initiate and strengthen relations between enterprises such as the members of PRONABIO / SYPEAM and the Koloharena Federations**

Assistance to Moramanga under a contract for purchase of ginger by the Biosave company was essential to intermediation between the company and the federations, and in solving technical problems encountered at the planting level and in preparation of the harvest. However, the campaign objective was not achieved due to suspension of the campaign for one week by Biosave, the presence of collectors in Beforona, and quality requirements.

The General Assembly of the Confederation held in Antananarivo last April, was the occasion to present the new consultant who will help the confederation with commercialization of products and from an organizational point of view. This meeting also allowed farmers' federations and representatives of the private sector to meet. Another General Assembly of the Confederation was held in August. At the center of discussions was improved management and the Confederation accounting, as well as the commercialization of products, and extension of the Koloharena movement.

**b. Study of Opportunities for Development of New Products and of New Markets that are Compatible with the Objectives of Biodiversity Conservation**

Continuation of efforts initiated under LDI to prospect for new products and new markets was concretized through the following products:

- **Raffia.** The NGO GREEN was recruited to monitor realization of the main lines resulting from the workshop on the raffia sector last year, and to prepare proposals for action that PTE could realize within this framework. Negotiations were established with a raffia weaving and dyeing specialist to determine the types of interventions she could undertake to contribute to realization of the major recommendations of the raffia workshop. A cooperative was set up with the professional group of sector artisans, to act as a central buying office for users and/ or exporters of raffia by products, in order to ensure supply continuity and to respect the commitments of the parties concerned. PTE helped this group in the acquisition of improved looms in order to maximize production of raffia fabric as much in quality as in quantity. PTE contributed to the revision of texts covering the raffia sector, to update the vulgarization manual *raphia farinifera* in collaboration with GEF/DVRF.
  - **Ginger.** PTE Antananarivo supported Moramanga to implement and to monitor the contract between the Tongalaza cooperative and the BIOSAVE enterprise for the production of ginger. Consequently, over a surface area of 42 ha, 464 farmers from the Beforona, Ambatovola and Andasibe communes participated in the operation. The recent attack of land insects on the ginger plants lead the farmers to treat 5 ha of plantation with insecticides, and then to apply recovery measures using fertilizer on plots assessed as weak plants. BIOSAVE, the Cooperative, DERAD and PTE held a coordination meeting and unanimously decided to determine collection points, to plan the frequency of Biosave truck trips, based on the production capacity of the zones concerned.
  - **Cashew.** PTE continues to assist the UNIMA group in the promotion of activities to fight poverty and to protect natural resources. The initial cashew plantation project in the zone of Masiloka (north west Madagascar) over an area of 6 500 ha, is in the pilot stage with nearly 400 ha planted. This project is accompanied by other social community projects to operate in symbiosis with the neighboring population. At the request of the UNIMA group the PTE Program decided to help the project in its search for financial support and recognition by the Government by contributing to the elaboration of an updated project document. UNIMA received the help of PTE for the preparation of terms of reference to update the project dossier. PTE provided support in awareness training for the village communities in the Mahajanga region on market requirements concerning cashew nuts. This awareness is also an aid to the DGEF.
  - **Jatropha.** The Fianarantsoa region has shown great interest in studying its exploitability and its vulgarization with farmers. Pr. Josoa of ARTICOM with the assistance of a foreign student, made arrangements to test jatropha oil on real engines, following a preliminary study undertaken under LDI. This test concluded that raw oil of jatropha, other than its use in the soap industry, hair care and some household uses, can be a direct substitute for diesel in small Chinese engines (shellers, grinders etc., used in farming milieu). Bio diesel, i.e., esterified jatropha oil can easily be a substitute in bigger engines such as generators and also diesel engines for cars. Given the interest of a potential investor to exploit jatropha in Madagascar, the PTE program carried out a study to inventory plantation sites and collection of jatropha. This study will enable farmers near the sites to obtain supplementary income by supplying the raw jatropha oil. A study of the potential fuel market was carried out to determine the possible share of the bio diesel and raw jatropha oil market.
- c. Facilitate Access to the International Market for PRONABIO/SYPEAM through Better Access to Information Concerning Prices, Norms, Packaging, Evolution of the Market, and Potential Partners.**

Besides periodic communication of essential oil prices, subscriptions to internet sites that provide interesting information on different sectors and on product prices (public-ledger.com; peppertrade.com; indianspices.com; oryza.com), the documentation center of the PTE program is also open to operators.



**d. Strengthen the Improvement of Quality and its Control in Order to Conquer New Markets (e.g., USA).**

Two major actions were carried out in this area, maintaining the person responsible for PRONABIO certification at his post and the NATIORA label. These actions target national promotion of the label for users and potential customers:

- Elaboration of new norms for consumer products (tomato, carrot, potato, onion);
- Elaboration of a promotion plan for the label for this new phase of implementation of NATIORA. The market targeted being that of Koleharena farmers as user, and hypermarkets as target customers.

The products involved are the subject of a field feasibility test for certification in collaboration with the CTHA. The plantation index cards, a *sine qua non* condition for certification, are transmitted to the farmers as and when available.

**e. Continuation and Development of the FIEFE**

Presentation of the FIEFE was organized for the Government leaders, particularly those of the Ministry of Agriculture, Livestock, Fishing, Environment, Water and Forests Economy, Finances and the Budget, with the aim of seeking other funding than FIEFE to obtain a more important impact.

The new modification to the framework agreement with FIEFE was submitted to partner banks that gave their agreement to extend the FIEFE intervention zone, raising the ceiling for loans, and a much greater participation of banks in funding projects.

SONAPAR recently joined the FIEFE mechanism and has signed the protocol of agreement for repayment of the MENDRI hotel project located at Andasibe.

**3.2.2 Forest Management**

**Result 2.2.1: Improved Information and Management Systems in the Forestry Service for Better Planning of Forestry Resources and Good Governance**

**• Implementation of Policy to Reform Information Approach at the DGEF Level:**

The objective was to ensure validation of the policy document and set up the first phase of the policy, which consists of setting up a committee to coordinate reforms of the information policy. Once set up the latter will take all necessary decisions to implement and apply all the recommendations made in these documents.

The Information System unit of the DGEF is already equipped with a strategic intervention plan and an annual work plan. Implementation of the activities described in these plans is being carried out, among them setting up the mechanism for decentralization of information (between the central services and the decentralized CIREEF and DIREEF services) and setting up management information tools. This aid is also provided in defining the roles and responsibilities for management of information and the analysis of information needs, via the United States Forest Service (USFS).

**• Valorization of Existing Information Systems: Strengthen the Forestry and Communication Information System Unit (USIFC)**

The unit is actively participating in the production of various spatial analyses and structuring of data for the different components of the DGEF. These activities emphasize the position and the important role of an information system to improve the management of forestry resources and good governance at the forestry sector level.

*Strengthen the capacity of personnel at the Forestry and Communication Information System Unit (U.S.I.F.C)*

Training to improve the technical capacity of the technicians in the USIFC service has been carried out. This training covered several themes : digitization, geo referencing data and the elaboration of themes.

These activities were an added extra in accomplishing the tasks of the service : making maps of Water and Forests for each circumscription of the island, very much appreciated by the beneficiaries (CIREEF, various services), the elaboration of the limits of administrative subdivisions of Water and Forests.

#### *Setting up databases*

The object of this activity is to make available to the DGEF, through technical services, a tool that would automate daily tasks in order to increase realizations in terms of quality and quantity :

- Software for management of exportations of forestry products has been installed at *Direction de la valorisation des ressources forestières*. This tool facilitates recording movements of exportations and to obtain in real time the situations of these exportations.
- Spatial analyses and a synthesis document on the situation of exploitation permits have been produced by USIFC. These documents contributed to:
  - (i) Discussions on the management of the transitional period in forestry exploitations (moving from a mutual agreement system to a system by adjudication) with the *Comité National Technique Forestière* ;
  - (ii) The elaboration of strategies for management of this transitional period ;
  - (iii) The prioritization of zones of action for forestry control.
- Within the framework of the study to assess transfers of management, the USIFC team works closely with the RESOLVE consultants' team to produce spatial data on the management transfers already carried out.

#### *Support for setting up conservation sites through the prioritization group in the Durban vision group*

This activity provides technical support for the geographical information system to set up conservation sites through the prioritization group.

USIFC is presently the leader in analysis and processing of spatial data for the production of prioritization maps of Conservation Sites. Several spatial analyses and maps concerning the conservation sites have been produced and used during discussions and for decisions at group level.

#### *Aid to planning*

The object of this activity is to strengthen the capacity of personnel in planning, monitoring and assessment of activities at the USIFC service level. Training has been provided to the personnel : elaboration of a work plan followed by setting up a monthly schedule of activities in the service. The existence of this system enabled the service to better comprehend all the activities and to obtain more positive results.

#### *Aid to implementation of the regional zoning process*

After national zoning, the DGEF is now extending the exercise on the regional level with the aim of improving results obtained and to include the opinion of village communities. The role of the USIFC team during these missions is to make an inventory of the system of information management at the level of all these CIREEFs and help them to plan zoning activities. This step is necessary to identify the real information needs of the CIREEFs.

*The conception and implementation of a DGEF communication plan*

Given the communication problems observed in the DGEF, particularly internal communication, the USIFC conceived a plan to organize circulation accompanied by a format of several types of information useful to the DGEF. An intervention was carried out to help elaborate this plan.

- **Aid to the Information System in the General Coordination of Projects Unit (CGP)/ of the Ministry of Environment, Water and Forests (MinEnvEF) to Set Up a Multi Project Management System :**

The objective is to help CGP implement the Multi Projects Management System as a tool to help decision making accomplish its missions with an information system.

This system permitted :

- various projects and / or programs under the authority of the MinEnvEF to be monitored after signature of credit agreements up until release of funds.
- Production of synthetic schedules of the progress and realizations of programs and projects under the authority of MinEnvEF.

The approach adopted to help this unit was to make available to them a technical assistant specialist in system of information and management of databases. This technical assistant carries out implementation of activities and the ongoing training of CGP agents.

Activities carried out under PTE consist of :

- Continuing the inventory and collection of data ;
- Supply and update the database : conventions/protocols, projects files , various reports ;
- Collate information stored at the central level with that stored in the decentralized level (DIREEF) to update the databases ;
- Exploit information to reveal repetitions, provide orientation required, and guide new projects in new sites / regions (no man's land) ;
- Provide assistance in coordination of PEIII :
  - Collect data (logical framework and communes of intervention) from donors and various institutions ;
  - Analysis and processing of data;
  - Spatialize information by highlighting the communes of intervention of each donor in the PE III

<b>Activities</b>	<b>Number</b>
<b>Database</b>	
- Information	27
- Project file	10
- Monitoring file	06
<b>Coordination of PE III</b>	
- Data collected and processed (donors, ministries)	07
- spatialize ( <i>Faritany</i> level)	05

The object was to obtain reliable up to date information upon which the deciders at all levels can rely (national, regional). The GCP successfully accomplished the missions assigned to it, such as:

- monitoring – assessment of the Plan of Action of the Ministry,
- orientation of new projects,
- information needs of users and deciders were satisfied,
- an exchange of information with various partners.

- **Satellite Monitoring of Fires :**

During this period, the activities concerning monitoring of fires mainly consisted of the collection and processing of fire data provided by the United States Geological Survey (USGS) and holding training / information sessions on satellite data on fires to make the USIFC agents capable of processing the data on fires and to make analyses from it (CAFN calculation, etc.).

The data for 2003 has been processed. The results are available to the DGEF, and will help to prepare planning of the 2004 campaign, the certification of green communes, and the assessment of the results of the previous campaign.

- **Aid to ARSIE (*Association des Réseaux du Système d'Information Environnementale* – Association of Networks of the Environmental Information System)**

The object of interventions was to help ARSIE to implement its activities directly related to information: to facilitate exchanges and circulation of environmental information, to develop strategies to link networks of systems of environmental information.

Pact contributed to the creation of ARSIE in 1993. The specific activities of ARSIE are : Training in use of the METALITE software ; development of the website and the FEHY Bulletin. ARSIE now has a catalogue of metadata of some of its members on the website.

### **Result 2.2.2 : Improvement of the Capacity of the Forestry Service to Transparently Manage Forestry Exploitation Permits and Forestry Licenses**

- **Effective dialogue between the forestry service and the private sector:**

A *Comité National Technique Forestier* (CNTF) was set up following recommendations of the national workshop to discuss problems of forestry exploitation in December 2003, and recommendations of USFS consultants.

The CNTF is a consultation and official deliberation unit attached to the DGEF, enabling it to reach decisions with civil society for healthy and sustainable management of forest resources. In conformity with resolutions made at the round-table and the present vision of management of forests in Madagascar, private operators will cooperate with the forestry administration in order to exploit forest resources whilst at the same time protecting precious forestry resources of Madagascar.

This committee is monitoring the forest control carried out at Fianarantsoa, Antsohihy, Ambatondrazaka, Fort-Dauphin, Mahajanga and is reflecting on extension of exploitation permits with the active help of PTE and USAID.

- **Elaboration of a management strategy for the transitional period for forestry exploitation and implementation of the new system for allocation of permits :**

- ***Management of the Transitional Period :***

The delivery of exploitation permits was suspended in 2001 in order to tidy up the activity, and to set up a more transparent and fairer system for allocation, and to improve collection of taxes. Administrative control of exploitation permits carried out in 2002 led to cancellation of 80% of permits that were still valid in time.

PTE actively participated in support to DGEF to implement a simplified adjudication system by contributing to funding of control actions in the provinces of Fianarantsoa and Toamasina. These activities were also carried out in the Anosy region in collaboration with the GDA/LARO project.

▪ **Setting up the adjudication system :**

Training sessions were provided by USFS at Beforona, Moramanga and Antananarivo, mainly concerning:

- Procedures for Forest Inventories and Estimation of the Costs of Forestry Exploitation Permits ;
- Elaboration of the Forest Development Plan ; and,
- Adjudication Procedures.

Composed of some twenty forest agents (DGEF, CIREEF, CANFORETS) and a SNEFM representative from the private sector, the participants are now capable of

- Establishing a realistic estimation of the volume and value of exploitation plots ;
- Elaborating a forest development plan ;
- Preparing a forestry exploitation permit by adjudication.

The activities carried out by PTE and USFS during this period positively tend towards setting up bases for a new more transparent system to allocate permits for which the fundamental conditions are to:

- a) To make sure that the estimation of volume and value is real,
- b) To permit open and public competition, and
- c) Ensure fairly frequent control that permit conditions are respected .

• **System of Information on Forestry Exploitations.**

Under the MIRAY program computer equipment and databases on forestry exploitations have already been supplied to all the DIREEF as well as to some CIREEF (Moramanga). The object is to improve monitoring of forestry exploitations and the collection of forestry taxes.

From the databases on forestry exploitations already available at the DVRF, the USIFC of DGEF produced spatial analyses that will help to prepare a strategy for management of the transition period in forestry exploitations.

Training in the System of Management of Databases was provided to USIFC agents and CIREEF agents in the Toamasina and Fianarantsoa provinces. These sessions aim to strengthen the capacity of these agents to regularly update databases for their circumscriptions.

• **Forestry Control:**

It is recommended to implement forestry control activities through the management strategy of the transition period. At the end of this control, the effective number of regular exploiters that could supply the market will be known. By comparing the production capacity of these regular exploiters with the market needs, the DGEF can prepare its strategy for ensuring provision of these needs during the transition period.

Controls have been carried out in Antsohihy, Fianarantsoa, Fort-Dauphin, and Mahajanga. Following these controls the forestry administration will proceed with the extension of the permits of those exploiters who are considered to be entitled to them (licenses paid up, permit expiring only in 2003), up to the end of 2004 to ensure supply of the market with wood, and with the adjudication of some sites.

**Result 2.2.3 : Sustainable management of the forest and mining policies are improved**

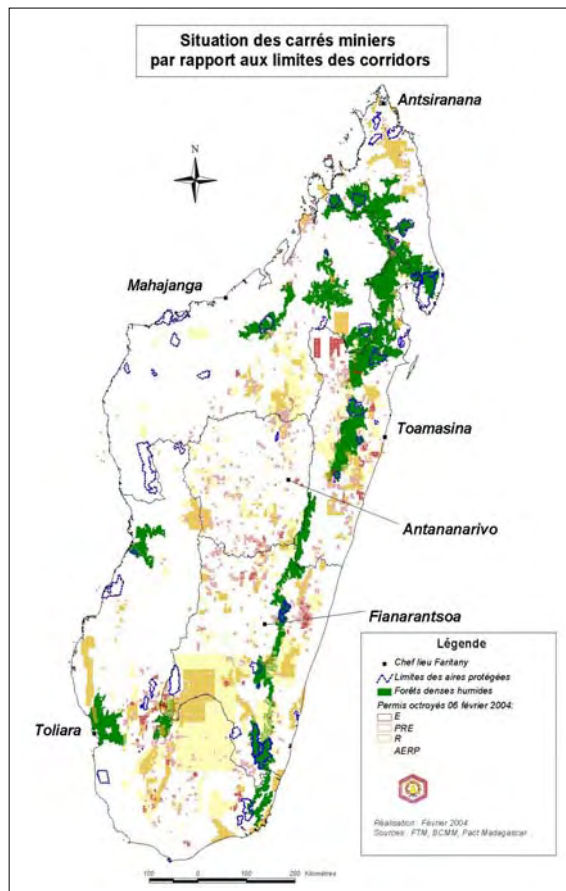
- **Strengthening the SIGE unit of the MEM Environmental unit and promotion of information exchanges:**

- o Processing dossiers requesting environmental authorization or environmental permits at the *Cellule Environnementale Minière* (CEM)

PTE assisted the environmental unit of the Ministry of Energy and Mines through its unit of System of Information for Management of the Environment (SIGE). A permanent technical assistant specialized in the system of information and management of databases has been provided by PTE to help implement activities linked to the information system in the environmental unit of the Ministry.

One of the main functions of the Environmental Unit at the Ministry is the environmental assessment of environmental commitment dossiers presented with requests for mining exploitation permits. Each week 20 to 30 dossiers are processed at the environmental unit with a 98% rate of acceptance, and each month 2 to 3 studies of environmental impact are carried out with SIGE assistance.

SIGE also plays an interface role in exchanges of information between the mining sector and other sectors. The analyses and data produced by SIGE have always played a major role in revealing problems of conflict linked to mining exploitation, particularly with the forestry sector.



During this period the PTE team with SIGE carried out a field trip to Moramanga to monitor, control and adjust the commitment contract of DYNATEIC. This mission was carried out with MEM, CIREEF from Moramanga, MinEnvEF, ANGAP (*Association Nationale de gestion des Aires Protégées*), ONE (*Office Nationale pour l'Environnement*). The mining project at Ambatovy/Moramanga is one of the biggest mining investments in Madagascar and discussions for installation of a Global Development Alliance (GDA) with USAID are being held.

- o Production of spatial analysis of mining exploitations:

Maps showing evolution of mining exploitation zones (Research Permit, Authorization for reservation of perimeter, exploitation permit, permits for small exploiters) are regularly produced by SIGE. Spatial analyses in relation to environmental considerations are also produced : superposition of data on permit situations with data on forest cover, protected areas and other sensitive zones.

These analyses enable the alert to be given on possible situations of conflict in relation to the use of land and contribute to feeding the debate at the Mines – Forest Commission, e.g., the Ranomafana – Andringitra corridor, particularly that of Miarinarivo.

- **Strengthen the Role and the Activities of the Inter-Ministerial Mines – Forests Commission** The Mines – Forests Commission was set up in 2002 when the two sectors, with USAID facilitation, wished to exchange common perspectives given various similarities in the implementation of activities and the existence of conflicts of interest between the two sectors.

Through MIRAY, PACT has helped the commission since its creation and has continued to help through PTE. During the period December 2003 to August 2004, PTE activities concerning aid to activities of the Mines – Forest Commission were aligned on :

- The role of discussion facilitator between the two sectors ;
- Aid to decentralized technical services during the rush on Miarinarivo (Fianarantsoa)
- The realization of information exchange workshops as a result of regional initiatives in the autonomous provinces, respectively Toamasina and Fianarantsoa.

In this framework, the PTE contribution concerns the following points:

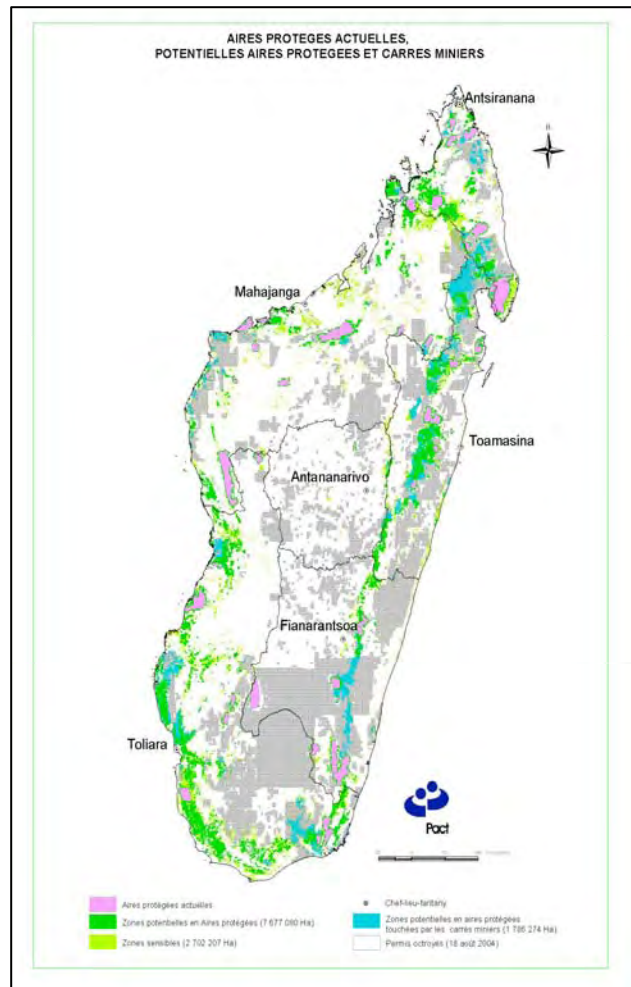
- ✓ Formalization of the *Comité Interministériel des Mines et des Forêts (CIMF)* by inter-ministerial decree

The mission of this Committee is to pilot and supervise harmonization of current texts between the two departments. It manages the transition period as well as disputes arising between the two sectors. It is co-chaired by the General Director of Water and Forests and the General Director responsible for Mining. The members are designated by joint decision of the Ministers, respectively Mining and Forests (5 members for each department).

- ✓ Aid to the activities of the Commission

- Keeping and periodically updating the databases and GIS concerning the two sectors:

PTE also assisted the environmental unit of the Ministry of Energy and Mines through the System of Information for Environmental Management (SIGE). A permanent technical assistant specialized in the system of information and management of databases was made available by PTE to help implement activities linked to the information system in the environmental unit of MEM.

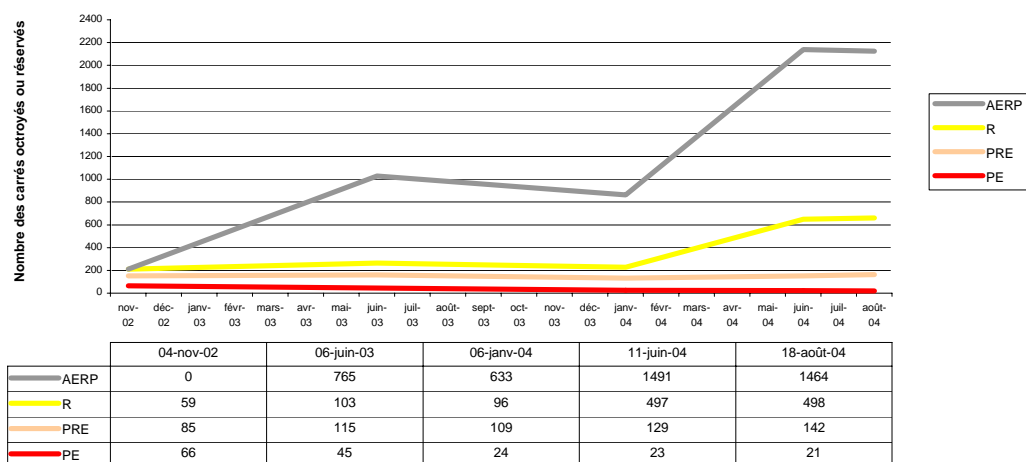


Data and other technical information from the two sectors are superposed to create technical tools for reflection by the Commission. Among others, can be cited:

- spatialization of present and potential protected areas, and the mining plots granted shows that up to August 18, 2004, about 1 780 000 ha of potential protected zones have been affected by the mining plots already granted.
- The evolution graph of the number of mining plots granted that affect the areas of the existing corridors in Madagascar

PTE has continued support to the MIRAY Program to facilitate discussions to find solutions to the problems between the two sectors. During this period PTE participated in and contributed to various technical meetings concerning :

**Courbe d'évolution des nombres de carrés miniers octroyés touchant les surfaces des corridors (suivant le type de permis)**



- The decree creating the inter-ministerial Mines and Forests committee ;
  - The elaboration of terms of reference for a study to harmonize texts / codes in the two sectors ;
  - The case of the rush on Miarinarivo – Fianarantsoa. A field trip was made by members of the commission to this zone to concretely evaluate the problems existing between the two sectors in the region.
  - The Durban Vision, where the two Ministers, respectively Environment, Water and Forests and Energy and Mining made declarations ;
  - The suggestions for legal arrangements to be taken related to suspension of granting mining and forestry permits in the zones concerned by future conservation sites ;
  - PTE ensured the secretariat for each meeting.
- **Strengthen the Capacity of Resource People in the Two Sectors at Central and Regional Levels**

Following activities of the commission at the central level, workshops « to strengthen work synergy between the forests and mining sectors » in the Provinces of Toamasina and Fianarantsoa, were assisted by PTE. These workshops were held at the request of regional actors, with the active participation of central leaders from the two sectors.

The aim of this workshop was to strengthen work synergies between the forests and mining sectors in each Province (Toamasina and Fianarantsoa), by (i) updating knowledge and understanding of forestry and mining legislation and the problems between the two parties, and (ii) installation of a platform / exchange structure at province level in order to identify and analyze more practical and more exhaustive characteristics of opportunities and problems.

### 3.2.3 Institutional Development

#### Results 2.3.2 and 2.3.3 Organizational structure of cooperatives, federations and rural associations improved

PTE Antananarivo support to institutional development concentrated on strengthening the organizational capacities of the National Koloharena Confederation. The confederation



received aid to establish its annual work plan. The latter is oriented towards the extension of the Koloharena movement, strengthening the capacities of the cooperatives and federations to establish partnership relations with supermarkets and the private sector, and perpetuation of the Koloharena movement.

A Koloharena website in French and in Malagasy is now online to better inform the public about the Koloharena movement. The missions are described as well as their relations with partners and their commercial activities. To ensure that the site works well, two CNKH representatives (the Chairman and the Commercialization Coordinator) have been trained in manipulation of the site and to update databases on products.

The Koloharena Journal N°5 was published and sold to the Koloharena to inform its members on the evolution of the Koloharena and to develop the movement with non member farmers. The participation of the Koloharena in the public demonstrations such as small animal farming and Fier – Mada, enabled customers to get to know the Koloharena and their products. These fairs have contributed to extension of the Koloharena movement in the regions of Anjozorobe, Andramasina and Bongolava following various requests to the Chairman of the CNKH. The Fruit and Vegetable Farmer Producers of the Antsirabe UNIFEL also indicated their wish to carry out exchange visits with Koloharena Cooperatives. Radio programs about the Koloharena were broadcast in September.

The low level of literacy of the Koloharena is considered to be a major obstacle to adoption of improved techniques and consequently an obstacle to improving the standard of living of the farmers. A literacy campaign was carried out in two pilot sites Fianarantsoa and Tamatave, to train illiterate Koloharena farmers. Through the SMT (Sambatra ny Mahavaky Teny) an adult education approach was adopted in the Fokontany of Lalamarina – Fianarantsoa and the Fokontany of



*Packaged hot peppers presented during the Fier - Mada 2004*

*Packaged Red pimento during Fier-Mada 2004*

Maromitety – Vavatenina / Tamatave. 34 students were taught in Lalamarina and 28 in Maromitety.

The best time of the year for literacy classes is between June and September, when the farmers are not busy with planting work. The students are diligent, which is very important, and guarantees the effectiveness of the literacy classes.

Partnership relations were developed with the CNKH. Assistance was provided to the CNKH to obtain bags on credit from the ENDUMA company. 40.000 bags were purchased on credit from Enduma at a preferential price, then sold to the Cooperatives to package Koloharena products. Of these 40.000 bags, 27.000 have already been reimbursed and paid to Enduma.

The main outlets for Koloharena products are the supermarkets in the capital : Shoprite, Leader Price and Jumbo Score. "Olivetti" tomatoes, presented under the Natiora label, were launched, and a 600kg batch was sent to these supermarkets for the test phase.

Partnership contracts, such as the supply of 150 tons of corn to LFL / AVITEC, and 500kg of eucalyptus honey to SAMU Confiture & Honey company, were also concluded by CNKH for the Fianarantsoa and Tamatave Cooperatives.

It was observed that the Cooperatives have difficulty in honoring their delivery contracts due to the strong price variations of the product on the market, to the disadvantage of the

Koloharena. Despite the efforts made by partners to revise their prices the high cost price, (including discount and transportation costs) higher than the selling price led the Koloharena to sell their products on the local market. Such situations are an indication of how much the cooperatives need to be strengthened in their organization and the structures to be set up for respect of commitments towards customers.

The general Assembly in Antananarivo, from 10 to 12 August, 2004 was organized to initiate the establishment of these structures at Cooperative level. First the supermarkets indicated their needs in quantity and quality of fruit and vegetables. Then the cooperatives organized the frequency of deliveries required to fulfill such needs. Commercialization and quality agents were named by the Cooperatives to monitor and organize the collection and the quality control of products at the Cooperatives. Training was provided in quality criteria and collection systems.

CNKH supported the cooperatives and federations to establish partnership contracts with companies: Vatomandry, Majora Proma, Safidy, Madrigal, IMAP, Rizerie Rakotomalala, Société Louis, Société Mangadivola and Société Belazafor for the supply of paddy under the FCPA (Agricultural Produce Commercialization Fund). It was decided that the cooperatives would supply 500 tons of paddy of the Makalioka MK 34 variety to the Etablissement Majora. In exchange, the latter would purchase the 500 tons of MK 34 paddy and facilitate transportation of the products, input and agricultural material of the cooperatives, putting transportation at their disposal upon request.



*Koloharena General Assembly in Ambatobe*

To amplify and strengthen the Koloharena movement, an accounting consultant was recruited and installed in the CNKH for a one-month period to set up an accounting system in the CNKH and to carry out periodic accounting controls.

### **3.3 Lessons Learned and Recommendations**

#### **3.3.1 Conservation and Biodiversity**

- The involvement of various institutions that work in the environmental domain, grouped together in the task force to fight fires, in the organization of reflection days on tavy, enabled partners' needs to be better known and to refine the objectives of the study prior to the reflection days. The reflection days are thus seen as a means that contributes to responding to a big expectation of partners in the fight against tavy. The synergy of participants was emphasized.
- The complementary role of the regional and national bureaus is always underlined. Tana played a catalyzing role by providing selected aid to the regions to encourage realization of their activities. These are mostly operations carried out in Antananarivo, such as aid to the forest exploiter of the Betsileo sawmill to obtain extension of exploitation, despite persistent problems from CNTF. The regions greatly contributed to the identification of sites to visit for the study prior to the reflection days on tavy.
- Close collaboration with DGEF/ MinEnvEF was positive since it enabled the same vision for the same type of problems. Each entity has a share of responsibility from conception to implementation of actions, and feels integrated in the program. This collaboration

accelerated the procedures for obtaining the green commune certification in the PTE zones of intervention, and our objectives were achieved.

- The various meetings between eco tourism partners, the tourism operators, the ministry, as well as private operators and groups, revealed the lack of synergy concerning actions undertaken or to be undertaken to promote eco tourism.

Activities in support of development of eco tourism and mainly those defined to achieve precise objectives aiming to improve the management of Protected Areas through the development of public-private partnership were carried out successfully despite some constraints.

The projects for norms on the infrastructures in the protected areas need to be presented in the form of a guide and distributed to all the national or volunteer (private) managers of Protected Areas. They should also be formalized and legalized with the other guiding lines required for real application of the Eco tourism Norms in Madagascar (e.g., guiding service). The best would be to strengthen the eco tourism section in the Tourism Code.

The Ministry responsible for Tourism should set up a technical unit responsible for monitoring the implementation of strategic actions defined in the Master Plan of Eco tourism, as well as those necessary for promotion and management of the ZIE.

- It would be useful to redefine the modalities of collaboration with Pronabio if we wish to achieve more consequent objectives given the aid provided to this group. The permanent bureau should make the members aware of the importance and the exploitability of the Natiora label, which falls within the optic to promote Malagasy products on the domestic market and on regional and international markets.
- The development of the Best Business Practices Index constitutes an important step in management of the PME. It should be applied more rigorously to future dossiers that are to be processed in future USAID programs. The lack of available time was the main constraint for the PTE, with the result that the Business Plan has not been properly tested in enterprises working in various domains or even in enterprises of the same sector but with different indicators (turnover, share of the market, customers targeted, etc.).
- Since the FIEFE mechanism is now well established, the lack of money is not a risk in the medium term ; It would be the right time to seek new sources of funding to inject funds into the FIEFE, given that the domain of activity will be all the bigger.

### **3.3.2 Forest Management**

- Nationally, the difficult procedure of State payments slowed distribution of tools, which was unable to follow distribution in our zones of intervention. Nevertheless, this cooperation should be maintained for future programs since it certainly permits rapid and sustainable development.
- Since the software for management of exportations of forestry products facilitates and reduces the exportation processing work, it would be useful to make it available to the decentralized services (DIREEF, CIREEF). This would justify the need for a computer at the DIREEFs and CIREEFs. The CIREEFs should also have adequate material to improve their information systems. A GIS technician should be made available on a permanent basis to the DIREEF in Fianarantsoa.
- It is recommended to continue support of USIFC to encourage / facilitate the collection and accessibility of thematic data (reforestation, transfer of management, national forestry domain, forest cover situation) required to supply elements of decision. Standardization of data formats facilitates the exchange and processing of information and should continue / be vulgarized for the good operation of this system of information.

- It is important that each CIREEF have a zoning working plan to better carry out related activities within the next year. It is also imperative to fully comprehend the problems that slow zoning, and to implement the training that is necessary for field personnel so that the latter can successfully carry out activities and make good use of material (computers in CIREEFs, printer, scanner).
- All the technical services should be effectively involved, be it central or decentralized, in the management of information, because the more exchange is encouraged, the more the information is complete.
- Given the short duration of training sessions, monitoring and supervision of all the training has not been carried out.
- A procedures manual describing the steps to follow and the responsibilities of each should also be prepared, validated and distributed for the efficiency and transparency of permit management. A series of training sessions should be organized to vulgarize this new system for granting permits.
- The activities of forestry control and of delimitation of exploitation plots should be duplicated and carried out on a permanent basis: the forestry agents should be equipped with the human and material means to do so.
- Discussion platforms between the Mining and Forests sectors must be operational no matter what the structure of this Committee. During the workshop, the actors involved were obviously mobilized, and participants were eager to begin a process to conciliate interests given the « Mining – Forests » problem.
- Holding various regional workshops prior to the national workshop enables reflection themes to be enriched. Similarly, the present context towards regionalization makes this approach more appropriate.
- In order to maintain the enthusiasm and dynamism acquired during the workshop, it would be useful to make available to the ad hoc Committees (regional) adequate financial resources for their plan of action, which would enable them to implement planned activities. Funding should be sought from various donors (other than USAID) as well as from projects / programs (PGRM, MISONGA, PE III).
- For activities to strengthen the capacities, information and communication, the implementation of training and communication programs (with possible specificities from the provinces) would be useful to achieve better management of this section and synergy of actions from the various donors or projects / programs.
- Since the workshop achieved positive results, it would be useful to repeat them in other regions, and to take into consideration the lessons learned from previous workshops in the process of management of mining resources, the environment, and water and forests.
- At the central level, the Mining – Forests commission is invited to periodically share available information with the ad hoc committees in the provinces (maps, statistics, minutes of meetings) that concern each province and the national level.
- Launching the study to harmonize texts in the two sectors should be activated after the regional workshops.

### **3.3.3 Institutional Development**

- The role played by the CNKH in the establishment of partnership relations with supermarkets and private operators enabled the cooperatives to enlarge outlets for their agricultural products.

- The negotiation with customers of purchase prices for agricultural products should take into account the price fluctuations on the market and this term should be included in the partnership contract.
- At times the Koloharena are not conscious of the importance of contracts with customers. Training and refresher courses in conscientiousness and responsibilities of Koloharena should be carried out frequently.
- In order to respect delivery contracts with customers, there should be a commercialization and quality agent in each cooperative. This agent's function would be to organize collection of contracted products and their quality control before delivery.
- The success of the literacy campaign depends on the timing of the operation to improve Koloharena literacy. The best time is between June and September when the farmers are not busy with planting.
- To summarize, the Koloharena movement is an expanding movement, its base structures are in place. However, the Koloharena farmers need to become more economically oriented. They also must more fully adopt a group identity in order to foster a more united association with common and well-defined objectives.

## 4. PTE- FCER Unit

The FCER management unit was extended under this task order through the end of December 2004 in order to:

- (1) Ensure the management of funds leveraged for the rehabilitation of the FCE and port of Manakara
- (2) Continue to encourage the government to move ahead toward the timely concessioning of the port and railroad.

### 4.1 The Rehabilitation Activities

As initially conceived, the FCER project managed cyclone intervention funds allocated by USAID for rehabilitating the rail line. An initial stage of this project involved carrying out a master plan of interventions needed to make the FCE train line sustainable (as opposed to merely reopening it and repairing cyclone damage). The master plan indicated a need for \$14 million, of which approximately \$3 million of interventions were funded by the task order. This project ended in December 2003. In the meantime, the project had been successful in persuading other donors (EU, GoM, World Bank, PNUD, AfDB) to also participate in the rehabilitation effort, as well as the maintenance and upkeep of the infrastructures. The funds of these other donors became available in 2004 when the European Union made some \$400,000 available for track and drainage work and the Government of Madagascar (through the Highly Indebted Poor Countries program) contributed \$1.8 million for maintenance and rehabilitation at the FCE and the port of Manakara. Both requested the assistance of USAID in the management of funds and quality control of work undertaken, given the track record of FCER in providing cost-effective and high quality results. USAID thus agreed to continue to finance a management unit (Unité FCER) under the auspices of PTE through the end of 2004.

The following rehabilitation works were successfully carried out during the extension of the FCER unit under PTE.

1. Interventions funded with IPPTE funds and managed by the PTE-FCER unit:
  - Purchase of locomotive parts
  - Tender preparations for the rehabilitation of locomotive traction motors
  - Rehabilitation of 22 freight cars and 6 passenger wagons
  - Acquisition of 2 Swiss passenger cars
  - Construction of 17 km of cement drainage ditches
  - Rehabilitation of cranes, lifting devices, and freight wagons at the port of Manakara
  - Rehabilitation of 1 tugboat and 3 barges at the port of Manakara
  - Preparation of the tender documents for the dredging of the port of Manakara

32 contracts for work on the FCE and 12 contracts for work and acquisitions at the port were signed for IPPTE funds. Of these, all will be completed by the end of 2004 except for the repair of traction motors (contract at the VPM for signature) and repair of the barges at the port (contract signed, work in progress). The FCER unit will continue to supervise these contracts in 2005 under World Bank funding. The only tender not yet issued that was anticipated under IPPTE planning is the rehabilitation of the dredger. This delay was due to the government's failure to obtain a signature on the protocol assuring that the dredger would be assigned to Manakara harbor. We have done everything within our capability to advance this dossier (including working with the Agence Portuaire to draft the protocol) but have unfortunately not been able to successfully navigate the inter-ministerial jurisdictional problems that continue to plague the dossier. We remain hopeful that this issue will be worked out in the near future so that the rehabilitation work on the dredger can still be carried out in 2005.

2. Interventions funded with European Union funds and managed by the PTE-FCER unit:

- Improvements (rail and tie replacement, soldering and ballast) to 7.5 km of track
- 33 drainage systems repaired or constructed.

In addition, the PTE/FCER unit continued to supervise the community interventions stabilizing the steep hillsides along the track with vetiver in order to prevent landslides and erosion of the platform. The community program worked with an additional 150 farmers (as well as providing follow-up to the 650 farmers who had already participated in previous campaigns) in 2004.

#### **4.2 Promotion of the Concessioneering of the FCE Railroad/Port of Manakara**

The PTE-FCER unit has worked very closely with the GoM (Vice-Primature-Programme Sectoriel de Transport and Ministry of Finance-S cretariat de Privatisation) to keep the privatization of these two infrastructures on the national agenda and to ensure that the process moves forward in a reasonably timely fashion. The GoM committed to the privatization of the FCE in its Accord de Financement with the U.S. Government at the time the cyclone funds were allocated to the rehabilitation of the line.

Unfortunately, the privatization dossier was stalled due to the political crisis of 2001/2002 and other bureaucratic delays. The FCER unit has continued to insist on the importance of the concession and to work with various provincial and national stakeholders to maintain the high profile of the dossier. We are happy to report that the privatization dossier was launched by the Vice Prime Minister on October 8, 2004. Three international firms have purchased the concession tender papers, as well as a major Malagasy firm. According to the current schedule, offers are due on January 10<sup>th</sup> 2005 and the concession agreement is scheduled for signature the 4<sup>th</sup> of April, with the concessionaire in place by July 4<sup>th</sup>, 2005. This program is subject to adjustment at the investor conference (December 13<sup>th</sup> 2004) but in any case, the concessionaire is expected to be in operation by the end of 2005.

As part of the campaign to maintain the profile of the FCE/port of Manakara during this critical period, the FCER unit organized a study tour for government officials and representatives of the donor and diplomatic communities the week of November 15, 2004. Attending this study tour were the following people:

- Representatives of the Ministry of Finance, Vice-Primature, and Ministry of Environment
- Resident Representative of the World Bank
- Resident Representative of the IMF
- Charg  d'Affaires of Thai Embassy
- DCM, US Embassy
- PDO of USAID
- Chef de R gion
- Representative of the PDS, Fianarantsoa
- Journalists

The FCER unit has also helped significantly with the logistical arrangements needed to advance the concessioneering dossier, including preparing the investors' visit down the line (December 2004).

#### **4.3 Future Perspectives**

It is essential that both rehabilitation efforts of the infrastructures and progress toward the concessioneering continue through the end of 2005, at which time the concessionaire can take over key responsibilities. This is to ensure that the investments made by USAID and other donors are protected during the key period leading up to privatization. In order to ensure the necessary follow-up, a system is being finalized to ensure the continuity of the FCER unit through at least

the end of 2005 (and possibly through mid 2006). As in the past, this effort will be financed by a consortium of donors:

- World Bank (~ \$2 millions for track rehabilitation interventions and \$250,000 for continued funding of the FCER management unit)
- African Development Bank (\$2.5 million for the rehabilitation of tunnels and bridges)
- GoM (3 billion Fmg or \$300,000) for the purchase of locomotive parts
- USAID, continued funding of the expatriate technical assistance through 2005.

The FCE railway rehabilitation project offers vivid testimony of the success that USAID has had in leveraging funds from other donors. In all, the FCER project and unit have now leveraged (in addition to the funds allocated by USAID) close to \$ 14.5 million of commitments (of which \$2.8 million already spent on interventions managed by the FCER) from the following donors:

World Bank	\$9 million FCE and port of Manakara \$150,000 community interventions \$250,000 continued funding of FCER management unit
AfDB	\$2.5 million for bridges and tunnels
EU	\$400,000 for track work and drainage
IPPTE	\$2.1 million for various interventions at the FCE and port